IRC

Mapping regional capacity for knowledge management and sector learning in West and Central African countries

Main findings

Erma Uytewaal

Supporting water sanitation and hygiene services for life

Ministry of Foreign Affairs

ukaid
from the British people

unicef

About this report
This document presents the results of a mapping study that was conducted to gain insights into regional capacities for supporting knowledge management and sector learning in the Water and Sanitation and Hygiene (WASH) sector in West and Central Africa countries.

This report is a joint product elaborated in the context of the partnership between UNICEF- WCARO and IRC on the promotion of Knowledge Management and Sector Learning in West and Central African countries.

Cite this report as follows:
Uytewaal, E. et al., 2016. Mapping regional capacity for knowledge management and sector learning in West and Central African countries. Main findings. The Hague: IRC, UNICEF.

Mapping regional capacity for knowledge management and sector learning in West and Central African countries

Main findings

Erma Uytewaal

Contents

Tables

Figures

Executive summary

This document presents the results of a mapping study carried out in the context of an IRC – UNICEF partnership supported by the Government of the Netherlands/ DGIS and UK Aid/DFID that aims to strengthen the capacities for enhanced Knowledge Management (KM) and Sector Learning (SL) in the Water and Sanitation and Hygiene (WASH) sector in nine West and Central African countries. The mapping study was conducted to gain insights into regional capacities for Knowledge Management and Sector Learning (KMSL). The regional mapping study focused mainly on identifying the existing capacity and potential in the region in support of successful KMSL in West and Central African countries.

The results are an important input for the AMCOW and the Africa Joint WASH Learning Initiative[1] in the identification and implementation of effective support activities in strengthening KMSL in the WASH sector in the West and Central African region[2]. At the same time the results of the study will inform the individual institutions members of the Joint Learning Initiative in the development of their organisational KMSL strategies for West and Central Africa.

The Africa Joint Learning Initiative aims to set up and implement a joint learning agenda among professionals and decision makers. This will tackle the challenges, and brings to the fore lessons from innovative approaches to WASH services delivery in African countries. The initiative builds on the need for a more coherent and concerted learning programme across the African continent. Collaboration is sought with strategic actors including the African Ministers' Council on Water (AMCOW), Economic Community of West African States (ECOWAS), Water and Sanitation for Africa (WSA) and international institutions including pS-Eau, IRC, Water and Sanitation Program of World Bank (WSP), Rural Water Supply Network (RWSN), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), African Development Bank (AfDB), UNICEF-West and Central Africa (UNICEF-WCARO), WaterAid and others committed to designing and implementing a joint learning agenda and strategy for WASH in Africa.

The mapping study that focuses at the KMSL capacities of regional organisations is complementary to the assessment of the national KMSL sector capacities in nine countries of the West and Central African region [3] The mapping study included the elaboration of an inventory of all relevant players with a support function in the region; the implementation of a Survey Monkey among 60 organisations active in the region and a desk review on the KMSL practices of a limited number (14) of key regional organizations for WASH in the region. The results of the country assessments complemented the results of the mapping study. The mapping study was conducted with support from the Reference Group (RG)[4] of the Africa Joint WASH Learning initiative, which provided important feedback on intermediate outcomes of the study.

---

[1] The Africa Joint WASH Learning initiative involves a group of organisations including AMCOW, IRC, pS-Eau, RWSN, SWA, SuSanA, and WSSCC committed to coordinate efforts in support to the implementation of an Africa "owned", learning agenda in the WASH sector.

[2] For the sake of simplicity we will refer to the West and Central African sub-regions as one region, in this document eluded to as "the region". When referring to Africa as a whole we speak about the African continent.

[3] This document is forthcoming and will be published at the IRC website www.ircwash.org as soon as available.

[4] Organisations represented in the Africa Joint Learning Initiative include: AMCOW, IRC, pS-Eau, RWSN, SuSanA, SWA and WSSCC.

The regional mapping study was organised around three main questions: i) What is the existing capacity for supporting KMSL in West and Central African Countries, ii) What are the strengths and weaknesses in the practices of regional organisations, networks, alliances or partnerships in support to enhanced KMSL in the countries of the region? and iii) What is the potential for strengthening the regional capacity for KMSL.

Capacity for KMSL is available but is fragmented

The overall conclusion regarding the existing capacity for KMSL is that there is a broad range of organisations with a commitment to supporting KMSL in support to the development of the WASH sector in West and Central Africa countries. Most of those regional organisations have a minimum capacity for KMSL activities.

Most of the organisations and networks/ alliances active in West and Central Africa countries have a global or Africa- continental agenda. Only few have a dedicated agenda for supporting KMSL in countries in the Central or West African region- even a smaller group of those are exclusively focused on WASH. What we do not know is to what extent the agenda of global and or Pan Africa support agencies responds to the specific learning priorities of actors in countries of West and Central Africa, as this is often not made explicit. In the absence of a regular and dedicated event for sharing and learning among the WASH actors in West and Central Africa countries, the WASH sector in this region lacks the opportunity for jointly assessing and prioritising their KMSL needs in support to reaching universal access to equitable and sustainable services.

The results of the study point to an important role of one training institution (2IE in Burkina Faso) with a strong regional outreach in addressing the training needs of organisations and sector professionals, particularly in the more technical WASH related areas. However, the potential role of training institutions, such as Institut International d'Ingénierie de l'Eau et de l'Environnement (2IE), in a structured approach to KMSL in the West and Central region remains to be further assessed.

Gaps for successful regional KMSL

Concerning strengths and weaknesses of the regional actors in knowledge management and sector learning practices the overall conclusion is that there are many positive experiences with KMSL practices implemented by a substantive group of regional (and global) sector players, however those practices appear to be fragmented and not consistently implemented.

In the absence of a natural lead, regional anchor or reference point for accessing WASH information and knowledge relevant for the region, from the potential users we learn that the KMSL products and experiences are not easily accessible, hampering good insight in the available experiences, knowledge products and information on learning opportunities on specific thematic matters.

From the study it results that monitoring the use and impact of the KMSL activities is not a common practice by the KMSL providers, active in the region. There is no feedback loop between the "supply" of KM production and dissemination by the support organisations in the survey and the "demand/ uptake" by the users. In the absence of such a mechanism it's difficult to judge the relevance and effectiveness of the current KMSL activities in the West and central African region.

Another important finding shows the gap between the (WASH) development sector on one hand and two important actors in knowledge generation and capacity development, the academia and the private sector. As both groups were not specifically targeted in the present mapping study-their potential for strengthening the KMSL activities for WASH in the West and Central African region requires further assessment.

Potential for improved KMSL and enhanced impact on WASH service delivery
The study results bring out the clear potential for strengthening KMSL activities and its impact in the WASH sector in the West and Central African region. By building on and further mobilising the existing capacities and by ensuring a better coordination and more streamlined efforts, there's sufficient scope to strengthen the collective impact of the KMSL activities on the development of the WASH sector in West and Central Africa.

There is an expressed need for methodological guidance on how to approach developing national capacities for KMSL. Regionally rooted institutions such as WSA, ECCA and ECOWAS identified as potential regional leads for filling a gap in leadership and coordination are yet not recognised for their KMSL activities in WASH. Regional leadership for KMSL is also constraint by the French-English language split in the West and Central African region. Among the global institutions identified for a potential lead role in KMSL for the region, only a very limited number that includes UNICEF WCARO has a dedicated programme and or a (KMSL) strategy for West and Central Africa.

In the absence of a natural and regionally rooted lead with the needed capacities for driving and supporting KMSL in the sub-region, the right partnership(s) that allows for combining local and (sub-) regionally rooted KMSL capacities with the experience and knowledge of global players with a strong track record in KMSL is recommended. Such a partnership will be best positioned to taking the lead in developing and disseminating new knowledge in response to locally (to be) identified needs, for finding context specific solutions to the bottlenecks that holds countries in Central and West Africa countries back from progressing towards universal and sustainable WASH service delivery.

Conclusions and reflections on the way forward
The mapping of regional capacity shows that there is general agreement on the importance of learning but the awareness on how KMSL can contribute to improved sector performance in the West and Central African region is still weak.

At a regional level, the role of global institutions in WASH learning is still big. If professionals from the region visit events, they often mention global. Also the role of global institutions in West and Central Africa meetings or conferences is still substantive. The risk of this strong global presence in the regional learning processes is that the agenda is less focused on West and Central Africa specific issues and that capacity from the region is less used and/or developed. The high "global" representation in events and platforms points to a need for stronger African ownership of KMSL.

WASH services and practices happen in the countries; therefore the primary focus of KMSL should also be on the processes in-country and its stakeholders. However, at the regional level the platforms like AMCOW, AfricaSan and the Africa Water Week have potential for developing a learning agenda. Training institutes like 2IE in Burkina Faso and KNUST in Ghana can provide support functions as a regional clearinghouse for information and state-of-the-art capacity building.

The KMSL networks of the future should reach out stronger to academia and private sector to make them structural partners. Additional in-depth study is needed to better understand the potential of the training institutions and academia in KMSL functions and the yet unlocked knowledge and learning resources in the private sector, particularly concerning the experiences available in the utilities and the private providers in the supply chain of drinking water and sanitation services.

Building and strengthening regional and national capacities for more Africa-centred knowledge development and learning will require an explicit commitment and dedicated resources from national governments, donors and all other development partners. This can be achieved best by a mix of institutional and programmatic arrangements.

For effective uptake and development of concepts, methods, tools and standards for the WASH sector in Africa, the processes need to be led by Africa actors and institutions. Leadership by a regionally rooted Africa based organisation, like AMCOW, is needed to set the Africa Agenda for Learning- owned by Africa governments and other sector stakeholders in the countries of the region.

Such leadership will help to ensure that collective efforts have a greater impact on the development of the WASH sector in the countries of the region. The WASH sector can learn from other sectors (such as from agriculture) on how this leadership role can be best fulfilled. In this light the options of a strategic partnership between international institutions such as UNICEF, IRC, WSP, WATERAID and others with a strong international track-record and global recognition, with regionally rooted institutions such as WSA, ECCA and ECOWAS that can provide for a sustainable anchor for KM an SL will need further exploration.

1   Introduction

The present document systematizes the results of a mapping study that aims to describe the existing capacity in support to Knowledge Management (KM) and Sector Learning (SL) activities in the WASH sector in West and Central Africa countries.

The mapping study was conducted in the context of the regional component of the UNICEF/IRC partnership in support to strengthening national sector capacities for enhanced KMSL in 9 West and Central Africa countries.

The results of the mapping study are expected to provide an important input for the design of a joint UNICEF/ IRC regional strategy for KMSL in the WASH sector in the West and Central African region. The strategy is expected to further operationalise UNICEF's global KM strategy and to support the Africa Joint WASH Learning initiative[5].

The present report summarises the main findings of the mapping study that included:

- The elaboration of an inventory of the main organisations relevant for WASH and with a regional outreach in West and Central Africa. The inventory was drawn-up based on the existent knowledge and contacts of senior UNICEF and IRC staff with ample experience in the region.
- The implementation of a Survey Monkey among the identified regional players in the WASH sector in West and Central African countries. The Survey Monkey consisted in two different questionnaires. One questionnaire for individual regional organisations (Group I). One questionnaire for networks, alliances and partnerships (Group II). The invitation was sent to 60 organisations (Group I, 40 invitations and Group II, 20 invitations) and was open for participation from July 30 until September 10th. Two reminders were sent and personal follow-up to a number of key actors was given to ensure a maximum response. The invitations yielded 23 responses in Group I and 7 responses from Group II. The respondents did not necessarily respond to all questions in the questionnaire.
- An assessment of the results of the country assessments conducted under the WCARO KMSL project and of relevance for the regional capacity in support to knowledge management and sector learning in West and Central Africa countries.
- A desk review of the knowledge and sector learning and practices of the 14 main organisations with WASH knowledge management and sector learning activities in the West and Central African region.

The Africa Joint WASH Learning initiative has been the anchor for the regional KMSL mapping study. They have provided suggestions for institutions and individuals to be included in the study and provided feedback on the draft reports. The main findings of the study were validated in a meeting with members of the initiative, whose feedback was included in the final version of the regional mapping report.

The intermediate results were discussed with the Reference Group (RG) of the Africa Joint WASH Learning initiative. The main findings of the study were validated in a meeting with members of the RG and the present final version of the report includes their feedback.

---

[5] The Africa Joint WASH Learning initiative[5] involves WSSCC, IRC, RWSN, UNICEF, pS-Eau, SWA, SuSanA and AMCOW that are committed to a joint vision on a more coordinated and structured approach to KM in and SL in the African region in support to achieving sustainable WASH services for all.

The main and overarching questions we expected to be highlighted by the mapping study are:

- What is **the existing capacity** in the region in support to Knowledge Management (KM) and Sector Learning (SL) in the West and Central African countries?
- What are the **strengths and weaknesses in the practices** of the regional organisations (networks, alliances or partnership) in support to enhanced KMSL in the countries of the region?
- **What is the potential for strengthening KMSL in the region?** What are the opportunities for the UNICEF/IRC partnerships' contribution to strengthening the regional KMSL capacities?

While the study is not intended to be an academic research piece, the syntheses report tries to provide an objective picture of the main findings of the study, using as much as possible tables and diagrams displaying a quantification of the scores in the Survey Monkey. However, in the sense- making it is difficult to entirely avoid subjectivity in the interpretation of the results. This present mapping exercise is clearly not about an in-depth analysis of the more fundamental underlying factors explaining the current support capacity for KMSL in the West and Central African region. It will be limited to highlight the current capacities and will identify some areas that would need further research to fully understand the potential for improved KMSL and enhanced impact on WASH performance in the West and Central African region.

The present report is organised in six chapters. This executive summary in Chapter 1 and the introduction in Chapter 2, Chapters 3, 4 and 5 respond each respectively to one of the above main three questions. Chapter 6 provides some initial conclusions and recommendations for follow-up for both the IRC- UNICEF partnership as well as for the Africa Joint WASH Learning initiative.

2 Existing capacity in the region in support to KMSL in West and Central Africa

2.1 Organisations with regional activities in West and Central African countries

The mapping of the organisations with regional[6] activities in West and Central African countries yielded the following inventory[7]:

Table 1 Mapping of the organisations with regional activities in West and Central Africa

Main categories of organisations	Sub-division of the main category	# of organisations identified	Sub-total numbers per category of organisations identified	Number of responses received per category
Group I. Individual organisations	(International) NGOs	31	40	23 (58%)
	Private sector	1		
	UN and other multilateral organisations	6		
	Development Banks	2		
Group II. Platforms, networks and alliances	Platforms, alliances and partnerships	17	20	7 (35%)
	Communities of practices and thematic learning groups	3		
Group III. Academic and training institutions with regional outreach	Resource networks	3	7	NA[8]
	Academic institutions	2		
	Training institutes	2		

Source: IRC elaboration [9]

- The method used (building on the knowledge of a number of sector specialists in IRC and UNICEF) for the mapping generated a relative limited number of identified resource centres, academic and training institutions with a regional outreach.
- The Survey Monkey addressed all organisations in Group I and II, 60 in total.
- An average response grade of 47% seems to reflect a moderate interest for KMSL by the addressed organisations.
- Within Group II there was a higher response rate from global networks and alliances- Africa rooted networks or alliances such as AMCOW or sub-regional rooted alliances such as ECCAS, ECOWAS and WSA did not or did only partly respond to the questionnaire.

---

[6] Regional organisations are defined as those organisations that have activities in more than 1 country in West and or Central Africa.

[7] See for the full overview in Annex 1   Regional organisations with activities in West and Central Africa to this document.

[8] This group was because of its limited number not included in the Survey Monkey. Information on this group was gathered through an analysis from the results of the country assessments.

[9] Based on the list of the inventory of participating organisations (see Annex 1   Regional organisations with activities in West and Central Africa).

2.2 Geographical coverage

Figure 1 Geographical coverage of organisations in Group I (Individual organisations)
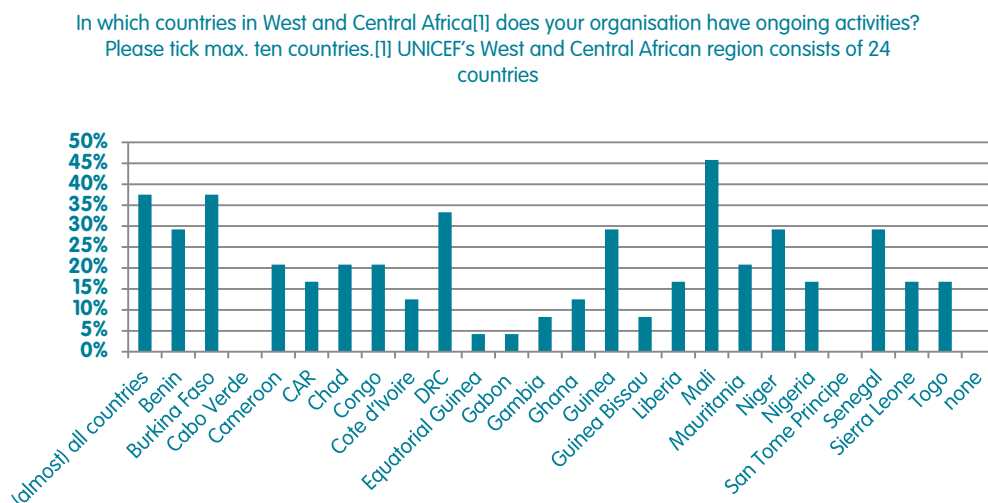
In which countries in West and Central Africa[1] does your organisation have ongoing activities? Please tick max. ten countries.[1] UNICEF's West and Central African region consists of 24 countries

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 2 Geographical coverage of organisations in Group II (Platforms, networks and alliances)
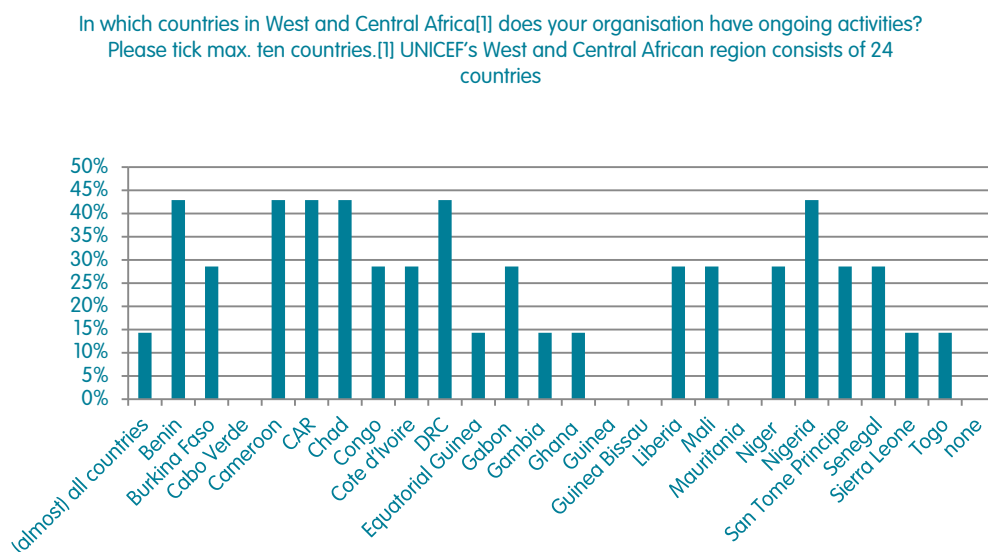
In which countries in West and Central Africa[1] does your organisation have ongoing activities? Please tick max. ten countries.[1] UNICEF's West and Central African region consists of 24 countries

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- More than 1/3 (38%) of the international NGOs and multi-lateral organisations have activities in many countries of the region. Mali, the Democratic Republic of Congo and Burkina Faso stand out for a strong presence of international NGO's and multilateral organisations.
- Also the networks, alliances and partnerships collectively have activities in all countries of the region. However, Cabo Verde, Guinea, Guinea Bissau and Mauritania seem to be excluded from those activities.

2.3   Thematic focus of the organisations

Figure 3 Thematic focus of organisations in Group I (Individual organisations)

What would you describe as the core focus of your organisation?

- water and/or sanitation only

- water addressing a broader water agenda (Integrated Water Resources management, water governance, water security and other themes) including water and sanitation

- different sectors including water and/or sanitation

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 4 Thematic focus of organisations of Group II (Platforms, networks and alliances)

What would you describe as the core focus of the network, alliance or partnership?
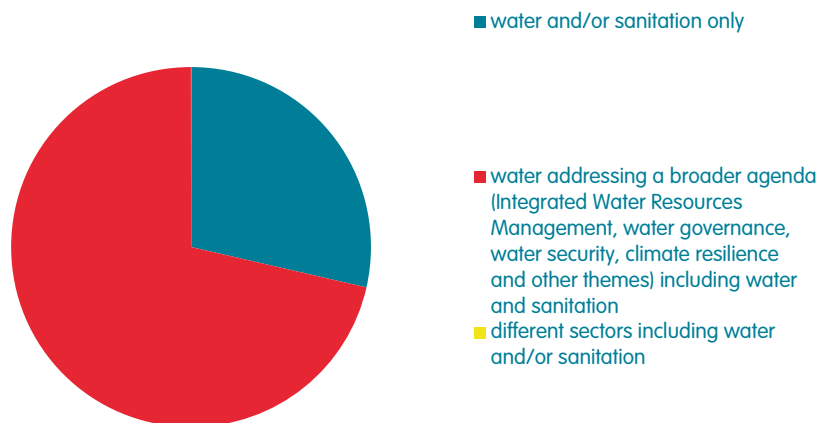
- water and/or sanitation only

- water addressing a broader agenda (Integrated Water Resources Management, water governance, water security, climate resilience and other themes) including water and sanitation

- different sectors including water and/or sanitation

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

the WASH sector, the rest has a broader water agenda (39%) or include other sectors as well (39%).

- In Group 2, two networks are specifically water and or sanitation focused. The largest group (71% of the respondents) addresses a broader water agenda that includes WASH.

2.4   Focus on KMSL activities

Table 2 Explicit on KMSL (Group I)

Q19: Does your organisation have an explicit focus on supporting knowledge management, and learning in countries of the West and Central African region?

Answer options	Response Percent	Response Count
if yes, please explain	47.1%	8
if no, please explain	52.9%	9
answered question		17
skipped question		7

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Table 3 Explicit on KMSL (Group II)

Q20: Does the network, alliance or partnership have an explicit focus on supporting knowledge management and learning in countries of the West and Central African region?

Answer options	Response Percent	Response Count
if yes, please explain	75.0%	3
if no, please explain	25.0%	1
answered question		4
skipped question		3

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Almost half of the organisations and 3 out of 4 networks state to have an explicit focus on supporting KMSL in the region.

Table 4 Inclusion of KMSL in the organisations' vision, mission, values and strategies' (Group I)

Q20: Does your organisation include knowledge management and learning in its values, vision, mission or strategy?

Answer options	Response Percent	Response Count
yes	94.1%	16
no (please go to question 22)	5.9%	1
answered question		17
skipped question		7

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Table 5 Inclusion of KMSL in the organisations' vision, mission, values and strategies' (Group II)

Q21: Does the network, alliance or partnership include knowledge management and sector learning in its values, vision, mission or strategy?		
Answer options	Response Percent	Response Count
yes	100.0%	4
no (please go to question 23)	0.0%	0
	answered question	4
	skipped question	3

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)
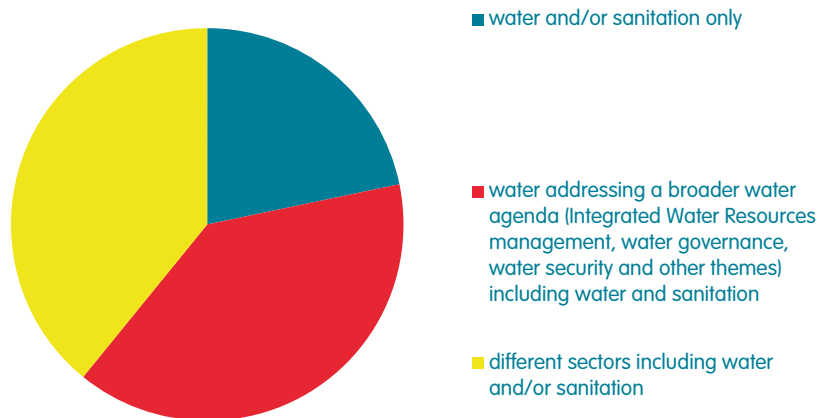
- While around half of the organisations do not have an explicit focus on KMSL in their organisational activities, KMSL are nevertheless reflected in the organization's vision, mission, values or strategy of almost all of the organisations.
- In follow-up on the above findings a dedicated web- based desk research was carried out with the aim to get a better insight on how the KMSL commitments (in vision, mission and strategies) are translated in the practices and activities of a selected number of key WASH specific organisations, active in the region.

2.5   Availability of dedicated staff for KMSL activities

Figure 5 Availability of staff with KMSL responsibilities (Group I)

Does your organisation have dedicated staff for knowledge management and learning?

- yes
- if no, please explain why not

Source: IRC elaboration based on the results of the Survey Monkey - KMSL assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 6 Availability of staff with KMSL responsibilities (Group II)

Does the network, alliance or partnership have dedicated staff for knowledge management and learning?

- yes
- if no, please explain why not

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- More than half of the organisations in Group I (59 %) have dedicated staff for KMSL. In Group II all respondent state having dedicated staff for KMSL activities.
- Many of the respondents gave a clear indication of the specific functions that are fulfilled by the KMSL staff members[10]. The list of functions displays a wide range of responsibilities including communication, coordination, facilitation, training, documentation and demand identification.
- Follow-up research should look further at the typical elements of the job description of KMSL dedicated staff at specific WASH organisations and networks, and the actual capacities to fulfil those responsibilities.

2.6   Availability of a dedicated budget for KMSL activities
Figure 7 Dedicated budget for internal KMSL activities (Group I[11])

Does your organisation have a dedicated budget for internal knowledge management and learning activities?

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015

---

[10] See Annex 2   Specific functions KMSL staff fulfil according to the respondents
[11] Three out of the ten organisations that answered having a dedicated budget did not specify the activities to be covered by this budget.

Figure 8 Dedicated budget for internal KMSL activities (Group II)

Does the network, alliance or partnership have a dedicated budget for internal knowledge management and learning activities among the members?

- if yes: what activities is this budget expected to cover

- if not, please explain how internal knowledge management and learning activities are financially covered

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Activities that are mentioned to be covered by the dedicated KMSL budget include
- Course development, web learning platform, learning events, workshops.
- Implementation of the KM strategy, internal meetings, internal seminars, internal diffusion of knowledge **consultants.**
- Publications, documentation and development of action research activities.
- Support to local partner's institutional strengthening, support in action research to partners; support to sector events.
- Maintenance of the (virtual) platforms, and coordination of discussions among the members.

The organisations that do not have a dedicated budget for internal KMSL activities state that internal KMSL is financially covered by
- Part of technical staff duties.
- Through core budget; on as needed basis.
- As part of overhead.
- Sales of services to external parties.
- Funded by the projects and or by project contributions.
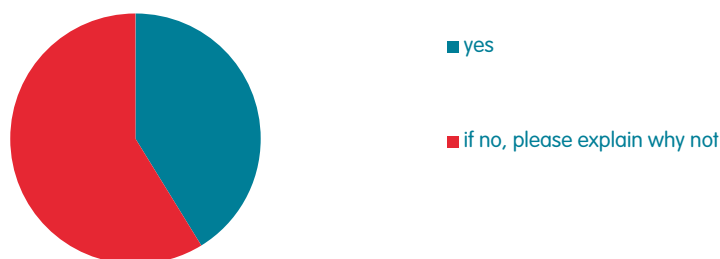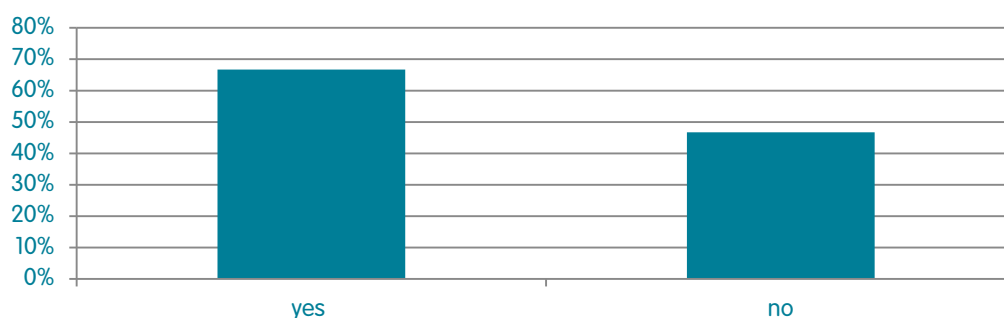
Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Ten (67%) of the organisations in Group I and 3 organisations (75%) in Group II have a dedicated budget for internal KMSL activities.
- The question on the availability of a dedicated budget for externally oriented KMSL activities generated more or less the same results: more than 2/3 of the organisations have a dedicated budget for KMSL activities.
- The list with the type of activities being funded by either the budget for internal or external KMSL suggests that most organisations handle one dedicated budget for KMSL and that a clear distinction or specific allocation for either internal and or external KMSL is not (consciously) made.
- The different types of activities being funded by the dedicated budget seem to cover all components of KM.
- In the absence of a dedicated budget for KMSL, organisations state to cover the KMSL activities by alternative funding means.
- Follow-up research should look into the budgets and modalities for funding KMSL activities of specific WASH organisations.

2.7 Enabling role of networks, alliances and partnership in KMSL in the WASH sector in the region

Table 6 Organisations, networks, alliances, or partnerships playing an enabling role in strengthening the internal and/or external KMSL activities of your organisation

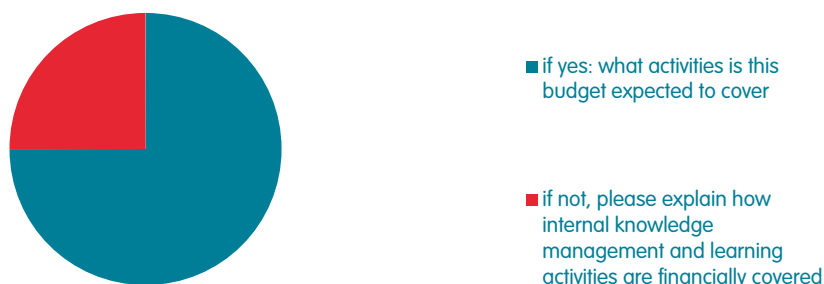| Networks, partnerships, alliances	Frequency # of times mentioned
RWSN	5
SWA	3
Regional WASH network/cluster.	2
The Global WASH cluster	2
Other: GWP, CAPNET, ICT 4D, AFWA, WSSCC, CGLUA, UNICEF-ECHO partnership in WASH WCAR Group, CGLUA, MUS, CaLP, AMCOW, ALNAP, CIFAL, Inter cluster learning, UNICEF global, pS-Eeau, D WASH Alliance and 3R	All mentioned 1 x

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- The above list shows a wide-spread range of different networks, alliances and partnerships playing an enabling role in KMSL in countries of the region.
- A number of them are specifically focusing on WASH (RWSN, SWA, WSSCC, DWASH alliance, Regional WASH Network/ Cluster, Global WASH Cluster, UNICEF).
- Several of the networks are global-oriented organisations with activities in West and Central Africa, notably RWSN, SWA, global WASH Cluster.
- Continental, or pan-African organizations with WASH focus were also mentioned, notably AMCOW, AFWA.
- Lastly only two WASH initiatives are specifically regionally focused- Regional WASH network/ Cluster and UNICEF-ECHO WCAR Cholera platform, both are supported by staff based in UNICEF WCARO.

2.8 Platforms for knowledge sharing and learning in the WASH sector (sector events)

The following regular events with a potential opportunity for sharing knowledge and learning, relevant for the WASH sector actors in West and Central African countries were identified:

Table 7 Regular events- potential sharing knowledge and learning

Events	Frequency
Global events with relevance for WASH sector actors in West and Central African countries	
Stockholm Water Week	Annually
Water and Health Conference (University of North Carolina)	Annually
SWA sector ministers meeting and partner meetings	Once every two years
World Water Forum	Once every three years

RWSN	Once every five years
IWA	
Events in Africa with relevance for WASH sector Actors in West and Central Africa	
Africa Water Week (AMCOW)	Once every two years
AfricaSan (AMCOW)	Once every two years (alternates years with Africa Water Week)
Africa Water Association conferences	Annually
WSA High level meeting	Once a year (currently suspended)

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- The majority of events are global events held outside the (West and Central) African region. Occasionally those events are organized in one of the African regions. An example is the RWSN forum (Uganda 2011, Ivory Coast 2016). One may question the accessibility of the global events for actors from West and Central African countries because of related travel costs and visa issues.
- The global events have usually limited number of sessions specifically dedicated to sharing and learning among WASH actors from West and or Central African countries. The SWA sector ministers meeting is an exception.
- AMCOW organizes the African Water Week and AfricaSan events, which are held in alternating years. The location of the event depends on the Presidency and rotates between sub-regions. The two most recent meetings were held in Dakar, Senegal under the AMCOW Presidency of the Minister of Senegal.
- AfWA holds the congress meeting every two years and is pan-African in scope, focusing on water utilities, operators and organisations. WSA (ex-CREPA) network consists predominately of West and Central African francophone countries.
  There is no regular (annual) event in the West and Central African region dedicated to sharing and learning among the WASH actors in those regions.

2.9 Training institutions with a regional outreach in West and Central African countries

From the analysis of the results of the country assessments we identify a long list of institutions providing training for sector technical and professional staff on subjects and skills relevant for the WASH sector. The below diagram shows the number of times the institutions were mentioned by organisations based in their countries.

Figure 9 Preferred training institution list

Source: IRC elaboration based on the results of the Knowledge Management and Learning assessment in 9 countries

Sector in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- 2IE Burkina Faso is mentioned most (27 times) in response to the following question in the country assessments survey: "Which institutions in the WCAR region have your preference for attending or courses and trainings?"
- Other training institutions with regional outreach include the National Water Resources Institute, in Kaduna Nigeria (5x), Bioforce in Burkina Faso (4x) and CESAG, Sénégal (4x), WSA or EAA (Eau et assainissement en Afrique) (2x) and University of Science and Technology in Kumasi, Ghana (2x)
- From the above we can conclude that one training institution (2IE) has a significant outreach in the region.

2.10 KMSL reference countries for the region

The following diagram represents the responses from country actors to the question "What is your country of choice for training and or study visits"?

Figure 10 Country of preference for training or study visits
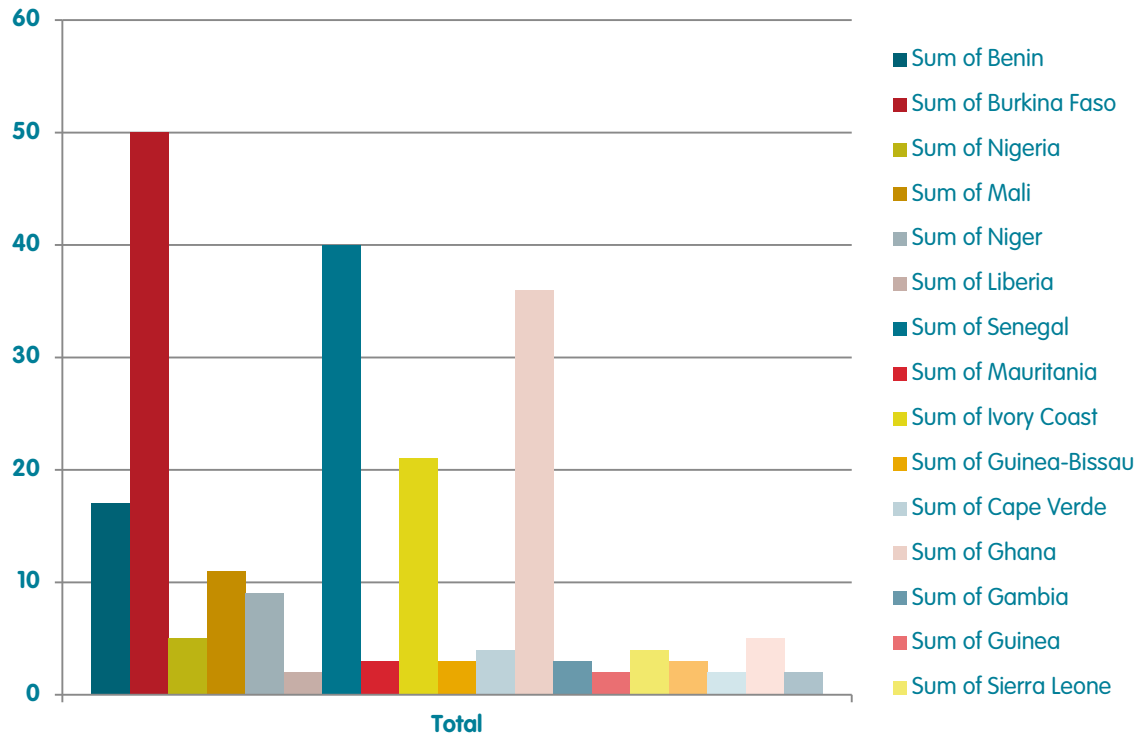
Source: IRC elaboration based on the results of the Knowledge Management and Sector Learning assessment in 9 countries in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Burkina Faso, Senegal and Ghana are among the top three of preferred countries for training and or study visits mentioned by the country based actors. Nigeria comes fourth.

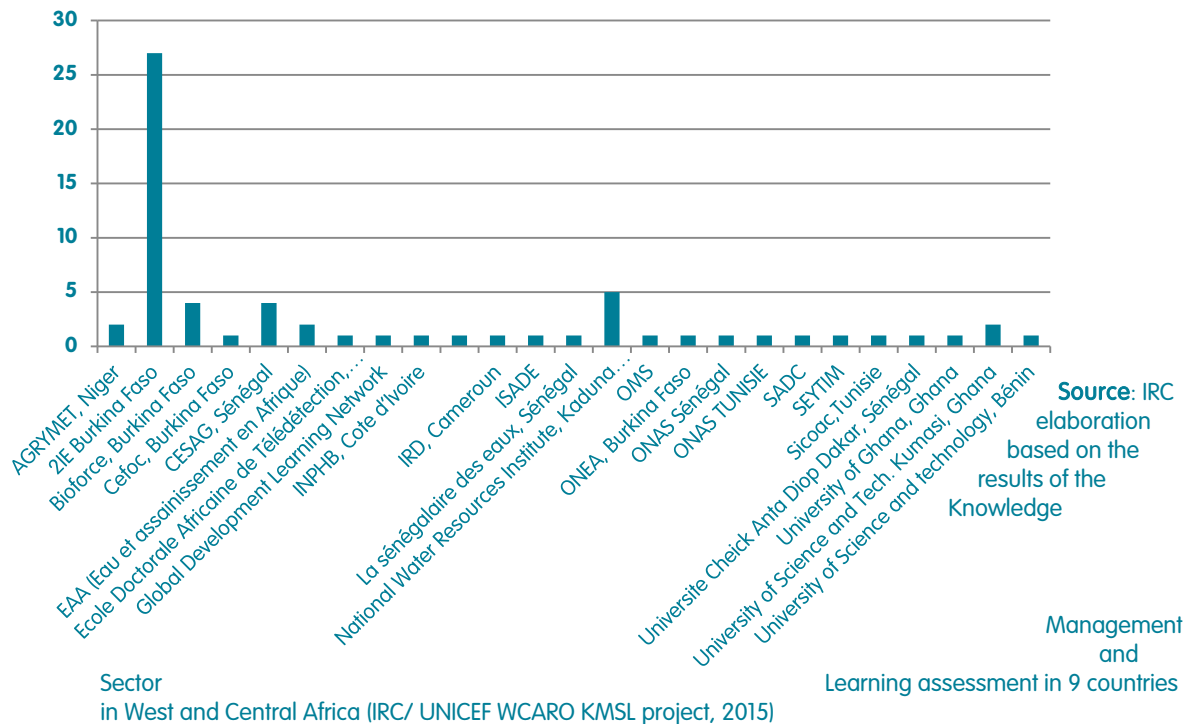**Figure 11 Reference countries for people in the region to look for sector information & knowledge**
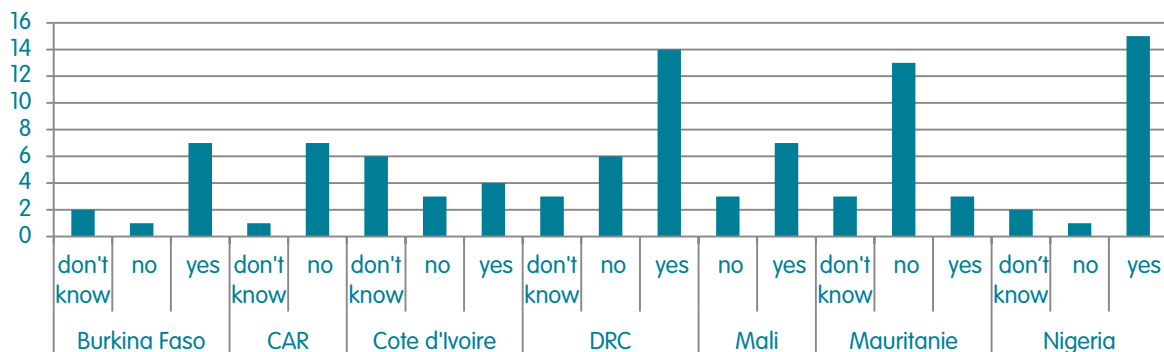
Source: IRC elaboration based on the results of the Knowledge Management and Sector Learning assessment in 9 countries in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

The countries responding positively are Nigeria, DRC and Mali. An explanation may be the strong government leadership on WASH programming in those countries. Countries that responded positively are also the countries with strong presence of external support agencies (see section 3.2).

2.11   Main highlights in existing capacities for KMSL in WASH in the region

The main highlights identified in the above sections of Chapter 3 are summarised in the following table.

Main highlights in the existing capacities for KMSL in WSH in the West and Central African region
- There is a geographical spread of KMSL support activities of global, continental and sub-regional organisations over the different countries of the region- however with some "orphan" and "darling" countries.
- There is a reasonable level of organisational priority for KMSL , reflected in organisational vision, missions, values, objectives and strategies.
- There is a reasonable level of institutionalisation of KMSL (number of organisations with dedicated staff and budget for KMSL). However, the effective capacities and skills in staff dedicated to KMSL activities are unknown.
- There is a substantive number of different networks, alliances and partnerships playing an enabling role in KMSL in countries of the region, with a subset of organisations exclusively focusing on WASH. Most are global or continental, and only a few are dedicated specifically to West and Central Africa.
- The majority of events are global events held outside the (West and Central) African region. Occasionally those events are organized in one of the African sub-regions. The global events have usually limited number of sessions specifically dedicated to sharing and learning among WASH actors from West and or Central African countries.
- Pan African events (Africa Water Week, AfricaSan, AfWA congress) are regularly hold, they are on a rotational bases organised in the sub-regions, including West and or Central Africa.
- There is no regular (annual) event in the West and Central African region dedicated to sharing and learning among the WASH actors in those sub-regions.
- One training institution (2 IE) has a strong regional outreach with students from many countries in the region. Other training institutions with regional outreach include the National Water Resources Institute, in Kaduna Nigeria (5x), Bioforce in Burkina Faso (4x) and CESAG, Senegal (4x), WSA or EAA (Eau et assainissement en Afrique) (2x) and University of Science and Technology in Kumasi, Ghana (2x).
- Burkina Faso, Senegal and Ghana are among the top three of preferred countries for training and or study visits mentioned by the country based actors in West and Central African countries.

3   Strengths & weaknesses in practices of regional organisations (networks, alliances or partnerships) in support to enhanced KMSL in the countries of the region

3.1   Knowledge development and knowledge transfer activities

Figure 12 Knowledge development and knowledge transfer activities (Group I)
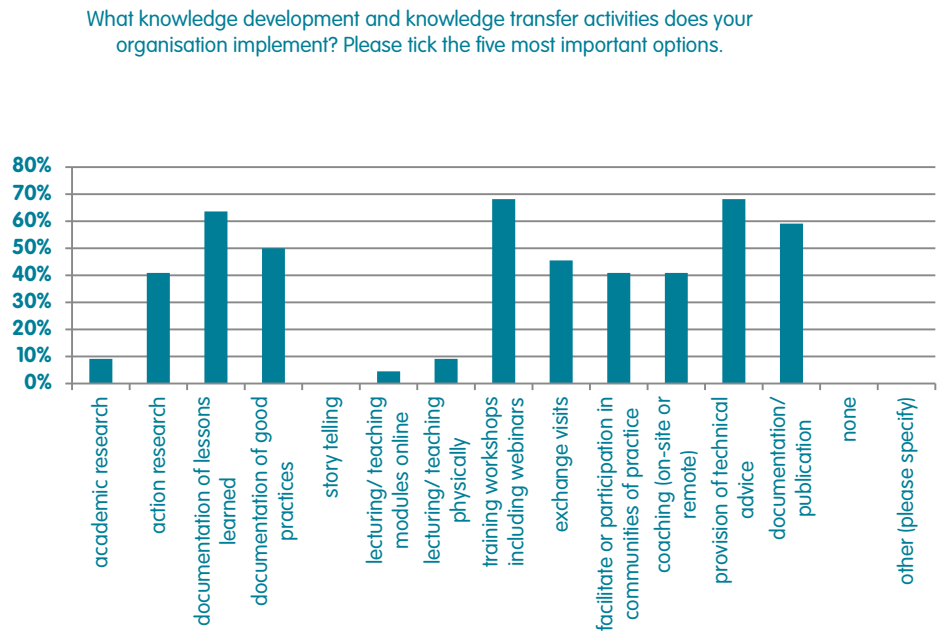
What knowledge development and knowledge transfer activities does your organisation implement? Please tick the five most important options.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 13 Knowledge development and knowledge transfer activities (Group II)
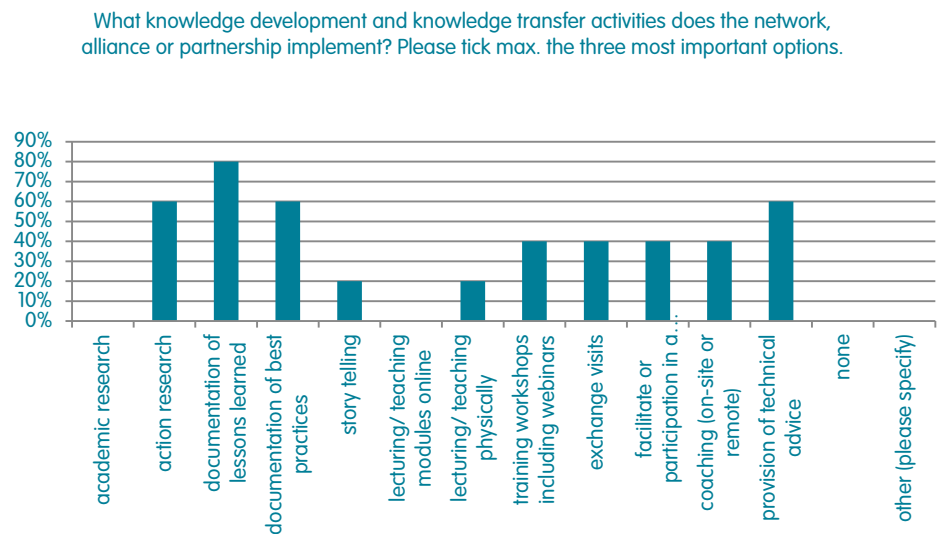
What knowledge development and knowledge transfer activities does the network, alliance or partnership implement? Please tick max. the three most important options.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- All organisations perform knowledge management and knowledge transfer activities.
- Provision of technical advice, documentation of best practices, documentation of lessons learned and documentation/ publications are the most frequently used.
- Interactive methods such as workshops, including webinars, community of practice and coaching are used, but less commonly.
- Academic research, storytelling and lecturing are hardly used for knowledge development and knowledge transfer activities by the Group I (individual organisations) and Group II (platforms, networks, and alliances respondents. Academic institutions were not included in the survey.

3.2 Knowledge products

Figure 14 Development of knowledge products (Group I)

What information and knowledge products does your organisation develop? Please tick max. the five most important information and knowledge products.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 15 Development of knowledge products (Group II)
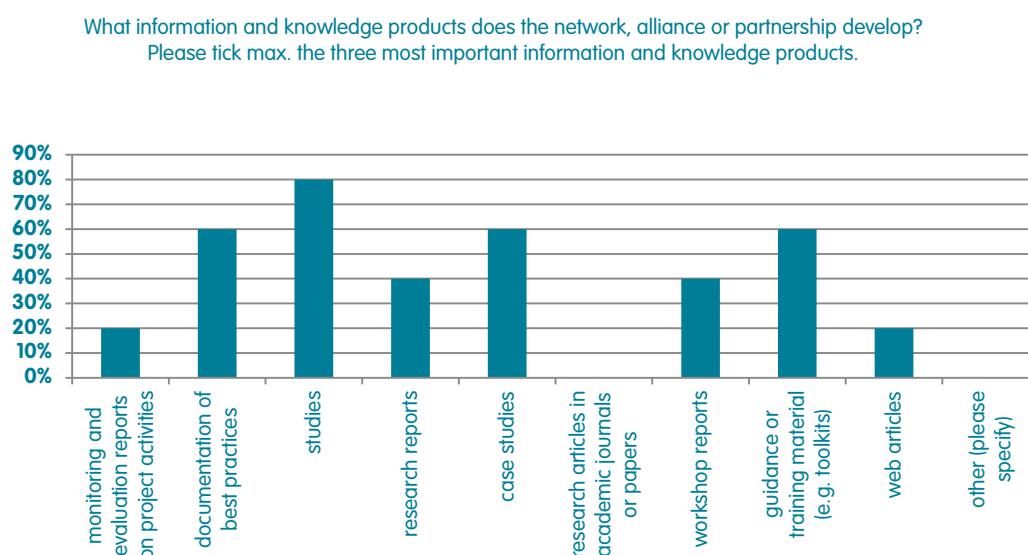
What information and knowledge products does the network, alliance or partnership develop?
Please tick max. the three most important information and knowledge products.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Documentation of lessons learned, monitoring and project evaluation reports, documentation of best practices and evaluations are among the most popular knowledge products being developed.
- Guidance or training material reports on workshops and studies make up a second group of important knowledge products being developed by the organisations/ networks in the region.
- Research articles in academic journals and learning papers, web articles and stories are clearly among the least popular knowledge products being developed.

3.3 Thematic areas covered by the knowledge products

Table 8 Thematic areas of the knowledge products (Group I)

Answer Options	urban	rural	urban and rural	Specifications
Sanitation	1	5	13	
Drinking water	0	6	15	
Hygiene	0	7	8	
Water resources management (including IWRM, water governance and water security, climate resilience)	0	3	10	
Humanitarian response	0	2	5	
Other	0	1	3	Sectorial coordination, private sector development, Inter sectoral ("WASH in Nut" and "Shield and Sword vs Cholera" strategies) Coordination (WASH Cluster/sector group tools) Resilience (Sahel SRP/HNO tools and reporting) etc., Rural Energy

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Table 9 Thematic areas of the knowledge products (Group II)

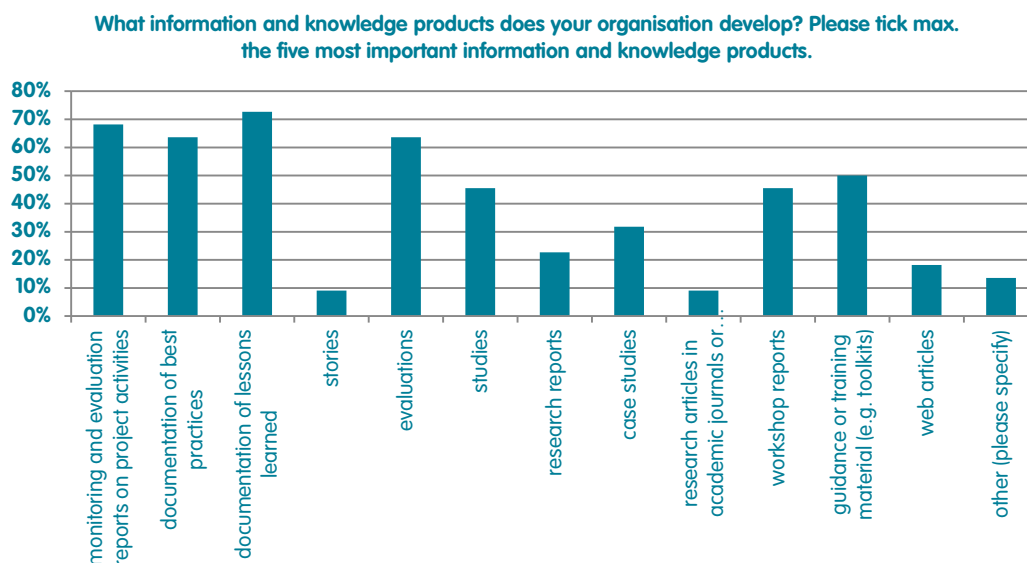| Answer Options	urban	rural	urban and rural	Specifications
Sanitation	0	1	1	
Drinking water	0	1	1	
Hygiene	0	1	0	
Water resources management (including IWRM, water governance and water security, climate resilience)	0	1	2	
Humanitarian response	0	0	0	
Other				Menstrual Hygiene Management and gender-based programming

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Most information and knowledge products are developed on the topic of water resources management. Hygiene, followed by sanitation, receives less priority in the development of information and knowledge products.

3.4   Content focus of the knowledge products

Figure 16 Content focus of the knowledge products (Group I)

Please tick also three of the following boxes on the subject of the main information and knowledge products.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 17 Content focus of the knowledge products (Group II)

Please tick also max. three of the following boxes on the subject of the main information and knowledge products
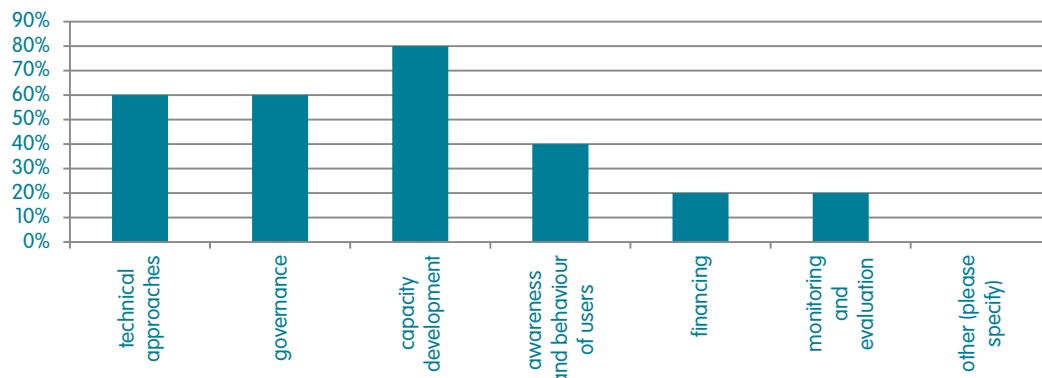
Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Capacity development, technical approaches, governance and monitoring and evaluation are among the main thematic content areas of the knowledge products.
- Fewer knowledge products on (sector) financing and user's awareness and behavioral change are being developed.

3.5 Channels and platforms used for dissemination of the knowledge products

Figure 18 Dissemination of knowledge products (Group I)

What channels or platforms are used for dissemination of the above named information and knowledge products? Tick the top five of the most important channels that are applicable to your organisation:

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 19 Dissemination of knowledge products (Group II)

What channels and/or platforms are used for dissemination of the above named information and knowledge products? Please tick max. five of the most important channels that are applicable to your organisation
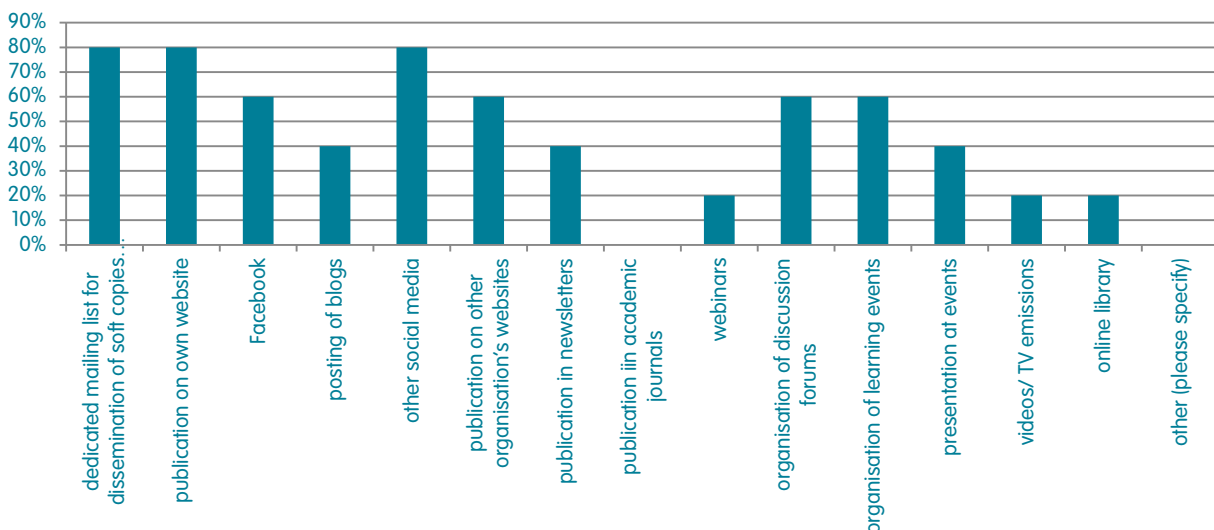
Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Publication on the organisational website, presentation at events and the use of a dedicated mailing list are the most popular channels and platforms being used for dissemination of information and knowledge products.

- Facebook and other social media are used by networks, alliances and partnerships but in general the options requiring connectivity to the Internet such as the use of a virtual library and other social media options (blog posts, webinars and others) are less likely to be used by regional organisations.

3.6   Target audiences of KMSL activities

Figure 20 Target audiences (Group I)

Who is the target audience for your knowledge development and or knowledge transfer activities? Please tick the top five:
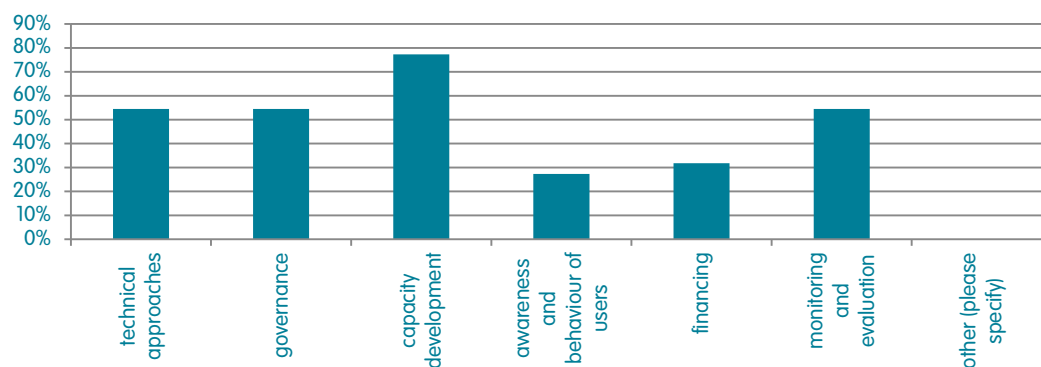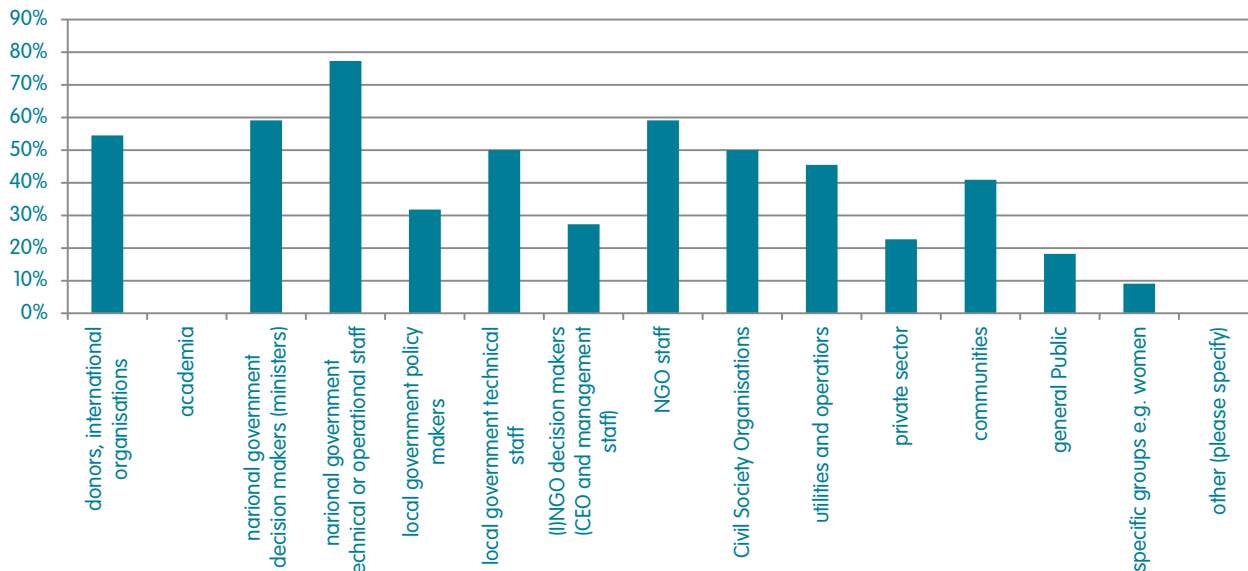

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 21 Target audiences (Group II)

Who is the target audience for the knowledge development and or knowledge transfer activities? Please tick max the top five:
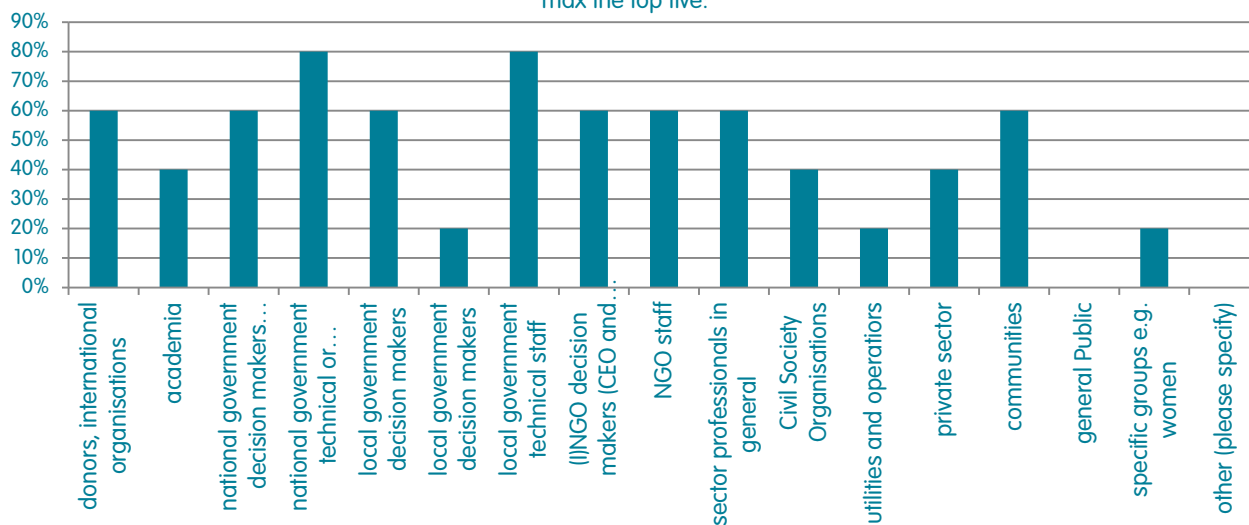
- National government (policy makers and technical staff) and NGO staff are among the priority target audiences for the knowledge transfer activities of most of the regional organisations.
- Organisations hardly target their knowledge development and transfer activities at academia, the private sector, the general audience and specific groups such as women.

3.7 Monitoring use of knowledge products

Table 10 Keeping track on the use of the knowledge products (Group I)

Q15: Do you track the use of the information and knowledge products by the target audience?

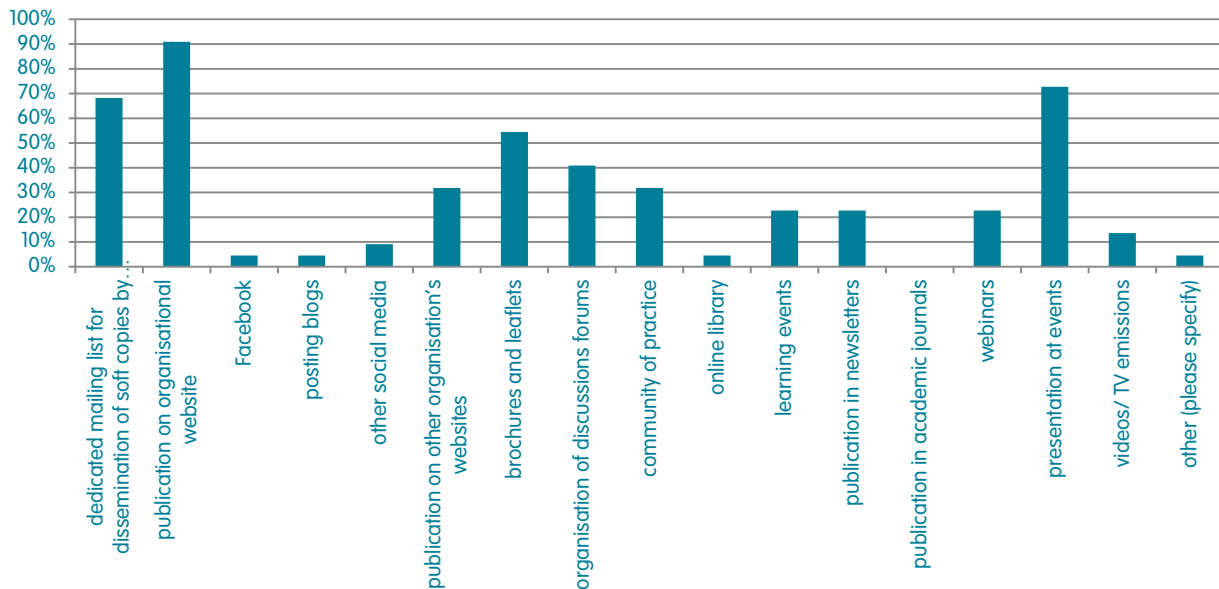| Answer options	Response percent	Response count
No	77.3%	17
Yes	18.2%	4

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Table 11 Keeping track on the use of the knowledge products (Group II)

Q16: Does the network, partnership or alliance track the use of the information and knowledge products by the target audience?

Answer options	Response percent	Response count
No	40.0%	2
Yes	60.0%	3

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- A large group, more than 3/4th of the organisations does **not** track the use of the disseminated knowledge products
- Those who perform some kind of tracking do this through:
  - Tracking website visits and downloads, and database consultation statistics
  - Web-utilization analytics report
  - Use of feedback opportunities on dissemination channels
  - Periodic evaluation
  - Feedback following emailing
  - Tracking results in sector policies
- Limited resources, lack of dedicated staff and lack of good indicators to track influence are mentioned as among the most important structural limitations for tracking and monitoring the results of the use of the knowledge products.

3.8 Successful organisational learning activities

Experiences with successful organisational learning activities are mentioned by the respondents to the Survey Monkey (see annex III). From the long list of responses it is noted that:

- Successful examples of organisational learning activities mention the inclusion of face to face interaction.
- There are fewer successful examples using virtual means for interactive learning activities.
- Organisation-specific tools or external platforms/initiatives are considered beneficial for the organisational KMSL.

3.9 Mechanisms & platforms for KMSL, provided by sector networks, alliances & partnerships

Figure 22 Mechanisms & platforms for KMSL in place at the different networks, alliances & partnerships (Group I)

What are the mechanisms and platforms that the network, alliance or partnership you are a member of have in place for knowledge management and learning among the members?Pleast tick max. the five important options.
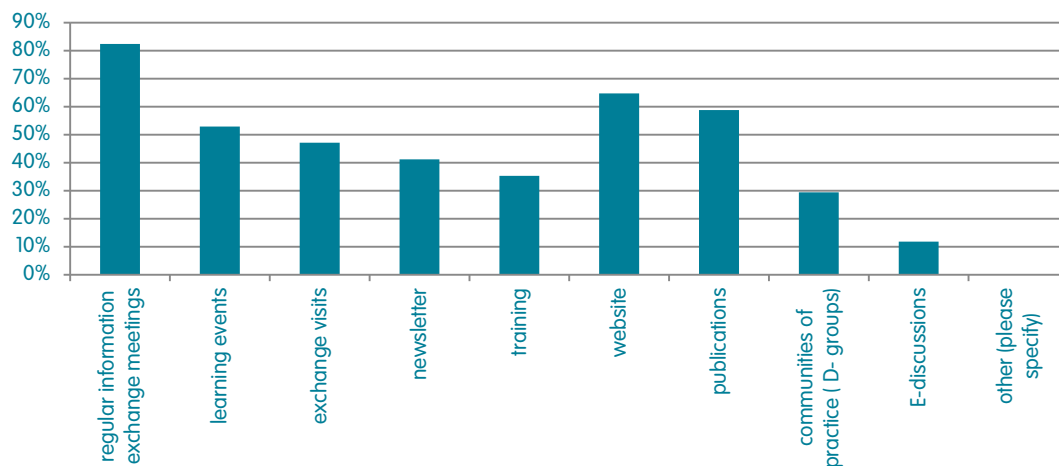
Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Regular information exchange meetings, websites and publications are among the most common platforms and mechanisms for KMSL **being offered** by the networks, partnerships and alliances; options for participation in community of practice and e- discussions are not commonly available.

Figure 23 Platforms & mechanisms for KMSL in use by member organisations of networks, alliances & partnerships (Group I)
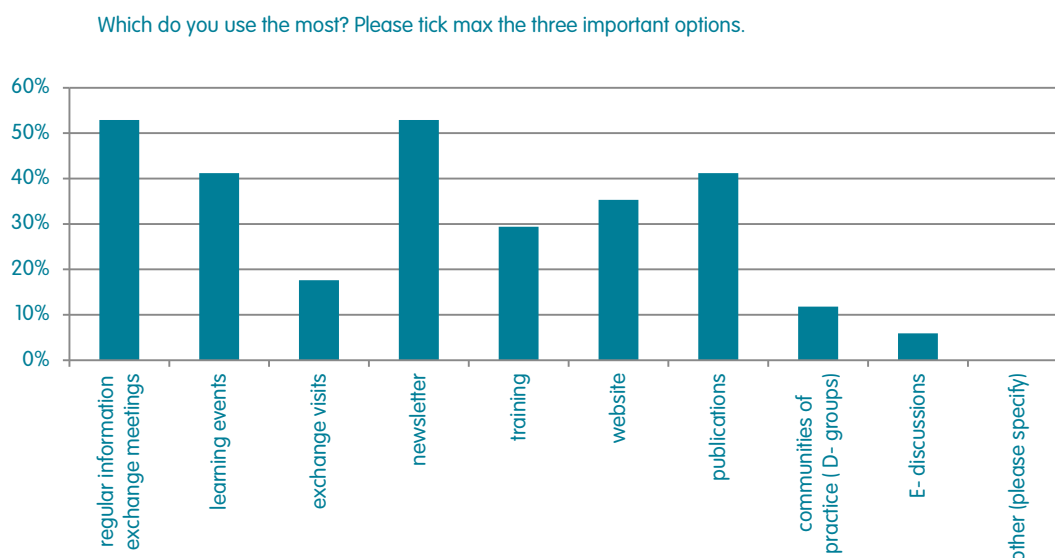
Which do you use the most? Please tick max the three important options.

- Newsletter and regular exchange information meetings are the most popular options for KMSL **used** by the member organisations of the networks, alliances and partnerships;
- Use of D-groups (a web-based supported virtual platform for exchange of information and knowledge among the group members), e-discussions and other virtual means are used by the regional sector players for accessing sector information and knowledge.

3.10   KMSL practices by the most relevant regional WASH players

More detailed desk research on the knowledge management practices of 14 key[12] players in the WASH sector in West Africa, generated the following information:

Table 12 KM practices of 14 key players in the WASH sector in West Africa 13

Knowledge management practices during last year (2014-2015)	# of institutions	Specifics on the knowledge management practices
Publication of regular news letters	2	**Eau vive**: Actualitée (published twice a year) **pS-Eau**: quarterly newsletter in French language
New publications available online (2015)	7	**AMCOW:** Africa Water and Sanitation Sector Report, Books 2014/2015: 0 **IRC:** 2 regional, 11 national (for Burkina Faso and Ghana in

---

[12] The 14 key players were selected based on the results of the responses of the Survey Monkey that identifies the most recognised KM and SL support institutions in the region. The selection was restricted to the organisations with a strong WASH focus in their respective KM and SL activities. Sub-regionally rooted networks or alliances such as ECCAS, and ECOWAS were not included as in the results of the Survey Monkey they were not identified as important KM and SL providers by the actors in the region. The key actors included are: Africa Water Association (AfWA), AMCOW, EauVive, IRC, IWA, RWSN, pS-Eau, Sanitation and Water for All (SWA), SNV UNICEF- WCARO, WaterAid, WSA, WSP and WSSCC.

[13] The information included in the table is exclusively limited to the information available on the website of the respective organisations during the months of September and October, 2015. The website of WSSCC was in the process of actualisation when the desk research was being carried out.

Knowledge management practices during last year (2014-2015)	# of institutions	Specifics on the knowledge management practices
		respectively French and English) **IWA:** http://www.iwapublishing.com/channels/developing-countries, Journal articles: unknown **pS-Eau:** Library database (pS-Eau & non-pS-Eau docs) - Central Africa: 81 docs, West Africa: 422 docs, mainly [French] + some [English] **RWSN:** Regional publications in 2015: 3 and national publications in 2015: 2 **SNV:** 1 national **WSP:** 6 regional and 10 national publications in French and English

Source: IRC elaboration based on web-based desk research (2015)

- Two newsletters are published fairly regularly in French language, none in English language
- The number of regional organisations publishing documents relevant for the region on their websites is diverse (IRC, WSP and pS-Eau and to a lesser extent RWSN, do this on a regular basis). Governmental-based organization AMCOW post primarily political resolutions, guidance for member states, and reports/ proceedings from meetings or events.
- Publications are available in the French language, though the French publications are usually limited to country specific cases or experiences in French speaking countries.
- Relevant themes such as sector monitoring and sector financing are not reflected in the publications and are not centrally available. For example publications and information on monitoring WASH service delivery is limited available and scattered over different pages and sources and therefore not so easy to find.
- pS-Eau is the main player in making French publications accessible (through its on-line database and regional search machine).

Table 12 (continued) Knowledge management practices of 14 key players in the WASH sector in West Africa [14]

Knowledge management practices during last year (2014-2015)	Number of institutions	Specifics on the knowledge management practices
Africa continental webpage	3	**AFWA:** [French] + [English] General website on AFWA news & activities only http://www.afwa-hq.org/ focus **AMCOW :** [French] + [English] includes updates on Pan-African Water and Sanitation initiatives http://www.amcow-online.org/ **IWA:** http://www.iwa-network.org/region/africa [English], but no updates **WSP:** has Africa-wide [English] web page https://www.wsp.org/regions/africa Monthly updates
Sub- regional webpage	2	**IRC:** [English] http://www.ircwash.org with Burkina, Ghana and Africa (general) pages, weekly updates

[14] The information included in the table is exclusively limited to the information available on the website of the respective organisations during the months of September and October, 2015. The website of WSSCC was in the process of actualisation when the desk research was being carried out.

Knowledge management practices during last year (2014-2015)	Number of institutions	Specifics on the knowledge management practices
		UNICEF-WCARO: http://www.unicef.org/wcaro/english/overview_4551.html http://www.unicef.org/wcaro/french/4493_4551.html, last update 2010, in French and English language
Country webpages	5	**Eau Vive:** country pages for Burkina Faso, Mail, Niger, Senegal, Chad, Togo: http://www.eau-vive.org/ [French]. **IRC:** Country pages Burkina Faso in French and English language http://fr.ircwash.org/, weekly updates with Burkina Faso country page. **pS-Eau:** Country pages for Bénin, Burkina Faso, Mali, Niger and Senegal (http://www.pseau.org/fr/pays) in [French] and regional/country info in databases (publ., projects) with search filters for Central or West Africa. **RWSN:** Liberia National WASH Dgroup - https://dgroups.org/rwsn/liberia. **SWA:** Country pages in English and French language for Chad, Cote D' Ivoire and Ghana. http://sanitationandwaterforall.org/partners/developing-countries-map/.

Source: IRC elaboration based on web-based desk research (2015)

- Most organisations have dedicated country specific pages on their websites, some have Africa continental pages (WSP and AfWA) and another few (IRC and UNICEF) have sub-regional pages in two languages. IRC have both: a sub- regional and country specific webpages.
- Many websites are not regularly updated with relevant sector news or publications. Most of the websites are static pages, not permitting interaction with the audience.
- There is no comprehensive web-site on the WASH sector with a West and Central African regional focus that provides for a single platform to access information from different sources.

Table 12 (continued) Knowledge management practices of 14 key players in the WASH sector in West Africa [15]

Knowledge management practices during last year (2014-2015)	Number of institutions	Specifics on the knowledge management practices
Use of social media	4	**AFWA:** Twitter: @AfWA_AAE **IRC:** Twitter https://twitter.com/IRCSN (automated, not maintained) **WaterAid**: Facebook: https://www.facebook.com/WaterAidWestAfrica; Twitter: @WaterAidWAfrica; Twitter: @WaterAidWAfrica **WSA:** Facebook: https://www.facebook.com/wsafrica

Source: IRC elaboration based on web-based desk research (2015)

- Only 4 organizations make use of social media.
- The potential of using social media for WASH KMSL purposes in the region should be further explored.

Table 12 (continued). Knowledge management practices of 14 key players in the WASH sector in West Africa [16]

Knowledge management practices during last year (2014-2015)	Number of events	Specifics on the knowledge management practices
Organisation of (sub) regional learning events 2014- 2015	2 dedicated sub-regional learning events (organised by UNICEF, IRC and Pseau), in total 9 learning events at the African continental region, not specifically addressing West or Central African countries	**AfWA** Annual International Congress & Exhibition of the African Water Association (Continental) **AMCOW** AfricaSan, Africa Water Week (Continental) **Eau Vive** Colloque international sur la "Diversité culturelle et gouvernance associative", Feb 2014, Ouagadougou (Global/Continental) **IRC** - At AfricaSan4: Strengthening Learning in Africa: Coordinated learning for sustainable WASH services in partnership with AMCOW (27 May 2015) http://bit.ly/1L49CyD (Continental) International seminar on monitoring and evaluation of local water

---

[15] The information included in the table is exclusively limited to the information available on the website of the respective organisations during the months of September and October, 2015. The website of WSSCC was in the process of actualisation when the desk research was being carried out.

[16] The information included in the table is limited to the information available on the website of the respective organisations during the months of September and October, 2015. It is not necessarily a good reflection of the number of events being organised or co-convened by the respective organisations. The information available on the organisaitonal websites is an indication of the practices in using the website as a platform for sharing information on KM activities developed by the respective organisations. The WSSCC website was in the process of actualisation when the desk research was being carried out (September 2015).

| | | and sanitation services in rural areas and small towns of West-Africa, 7-9 Apr 2014 - http://bit.ly/1L4azXT, (Sub-regional)
- Innovative Financing for Water, Sanitation and Hygiene in West & Central Africa First Regional Meeting 15 - 17 Dec 2015 - http://washfinance.strikingly.com/ (Sub-regional)

PSEAU
Le suivi-évaluation des services locaux d'eau et d'assainissement dans les zones rurales et les petites villes africaines", Ouagadougou, Burkina Faso, 7 – 9 avril 2014 (with IRC) (Sub-regional)

RWSN
Workshop, Dakar, 8 April 2015: Remote sensing and terrain modelling to identify suitable zones for manual drilling in Africa (Continental- Guinea, Senegal, Chad, and Mauritania)

SWA
Africa Water Week 2014 - Beyond the SWA High Level Meeting: From Commitments to Results (Global/ Continental)

UNICEF-WCARO
Innovative Financing for Water, Sanitation and Hygiene in West & Central Africa First Regional Meeting 15 - 17 Dec 2015 - http://washfinance.strikingly.com/ (Sub-regional)

WSA
At AfricaSan4: Side Event - "Attracting the private sector investments and management for universal access to WASH services in Africa" (Continental) |

Source: IRC elaboration based on web-based desk research (2015)

- Many of the 14 key organisations investigated are engaged in the organization and implementation of learning events in Africa.
- Many of the events are organized and co-hosted with participation of two or more of the identified key players on KMSL in the WASH sector.
- Most events have a continental outreach and only a few (2) address the West and Central African region specifically.

General note

Important to take into account in the limitations of the interpretation of the results of the above mentioned web research is that:

- The African Development Bank (AfDB) was not included as it does not have a strong focus on WASH activities. However "Strengthening learning networks and better knowledge management" is identified as one of the priority areas for its work on WASH[17]. From this perspective it may be interesting to explore more on the AfDB's (potential) contribution to KMSL in the West and Central African region.

---

[17] http://www.afdb.org/en/topics-and-sectors/sectors/water-supply-sanitation/knowledge-products/

- Two important sub-regional bodies (ECCAS and ECOWAS) and the River Basin Authorities such as the River Basin Authority for Lake Chad http://www.cblt.org and the Congo River Basin http://www.cicos.int/ have developed KMSL activities for Water and WASH in the Central and West Africa sub-regions[18]. These bodies were not clearly identified by the regional actors as sources for KMSL and therefore not considered as key WASH KMSL actors. However, taking into account their sub-regional presence and focus, it is recommended to that the potential of those institutions in strengthening the KMSL support capacity for WASH is explored further.

3.11 Effectiveness of networks, alliances and partnerships in enabling KMSL in the WASH sector

From the country assessments we can conclude that sector actors in the West and Central Africa countries engage in a wide spectrum of sector networks. The following table shows the responses from the actors in the countries to the question **"Does your organisation participate in any regional WASH network?"**.

Figure 24 Country Participation in regional WASH networks[19]
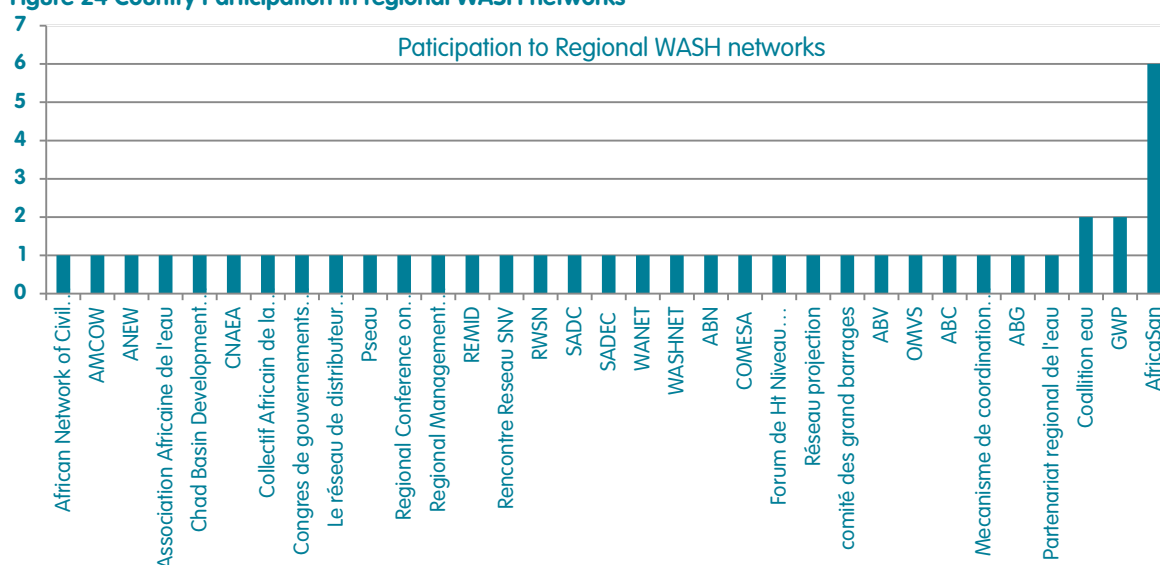
Source: IRC elaboration based on the results of the Knowledge Management and Sector Learning assessment in 9 countries in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Sector actors in the West and Central Africa countries do engage in a wide spectrum of sector networks.
- The AfricaSan, the WASH Coalition and GWP are the most popular and frequently used networks according to the results of the country assessment.
- The fact that AfricaSan is answered in response to this question on sector "networks" demonstrates that the responders not necessarily make a distinction between a network and or a platform.

---

[18] ECCAS has a Water Policy for Central African States (2014) http://www.gire-eeac.info/index.php/telechargements/publication and ECOWAS published 4 regional publications for west Africa http://www.wrcu.ecowas.int/

[19] The below diagram includes the titles of the networks and events as mentioned by the respondents in the country assessments- some respondents may have used different names for the same event and overlap is thus possible.

- Most are continental networks or address WASH as part of a broader (water) development agenda, only a few of the identified networks are sector and sub-region specific.

Arguments given for the regional actors' opinion on the effectiveness of the sector networks are given in table 11.

Table 13 Contributing factors to effectiveness of networks, alliances & partnerships in enabling effective KMSL

Reasons given include:	
Scope and focus of the event - It operates at international level - Strong links between countries, organisations and donors - It includes active members that includes all countries of West Africa - The network is really sector oriented - Covers all the countries	**Relevance of its KMSL activities** - Implementation of action research - Involved in similar research and dissemination - Share innovations - Lessons learning between countries - Influence practitioners - Regional lessons learned, recently with Ebola - Regional strategies for WCA crisis; nutrition, cholera etc.
Approach and methods used - Strong collaboration - Strong facilitation - Common analysis - It organises regular meetings and seminars - Convergent targets - Professional - KM is based on practical project work and delivers relevant outcomes - Joint planning and learning (i.e. WASH in nutrition crisis) - Joint funding	

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- A wide variety of arguments are given for the effectiveness of the sector networks but no particular factor really stands out.

Figure 25 Country participation in regional WASH networks
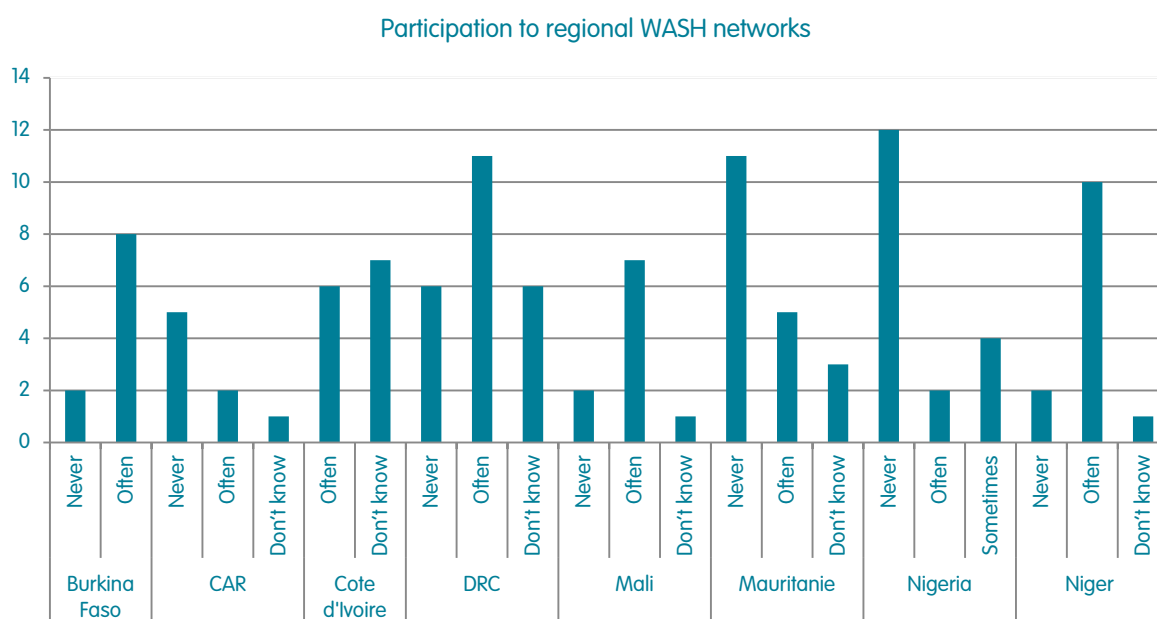
Participation to regional WASH networks

Source: IRC elaboration based on the results of the Knowledge Management and Sector Learning assessment in 9 countries in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015

- Respondents from Nigeria and Mauritania had never engaged in a regional platform or network.
- For Nigeria a possible explanations may be that it is a big country where sector actors are more focused at in-country learning and sharing. For Mauritania there does not seem to be an evident reason for the actors' lack of engagement with regional networks.
- Another consideration is that a limited number of participants from each country can attend international meetings and events.

3.12   Participation in sector platforms and events

This chapter documents information gathered from regional organisations as well as from the country based sector players.

Table 14 Participation in international and regional events

Does your organisation regularly participate in regional or international events for knowledge sharing, learning and policy influencing relevant for the WASH sector? What are those events?	
Events	**# Mentioned**
AfricaSan Conference	8
Africa Water Week	3
World Water Week	5
World Water Forum	3
RWSN Forum	2
Water and Sanitation for All (WSA) High Level Meeting	1

African Development Bank annual meeting	1
WEDC Conference	1

- AfricaSan is most frequently mentioned among the regional stakeholders.
- Four of the eight mentioned events are Pan-African Events, sometimes being held in WCAR. Others, like WEDC and RWSN, are international events, hosted sometimes in the region (as will be the case in 2016).
- There is no mention of participation in a (frequent) event on WASH (and or water) particularly for the West and/or Central African region.

Participation in sector events by national sector stakeholders in the West and East African countries show a slightly different picture. Figure 27 present the results of the question: "Does your organisation participate in regional learning and sharing events? - specify: "

Figure 25 Participation in regional sharing and learning events[20]
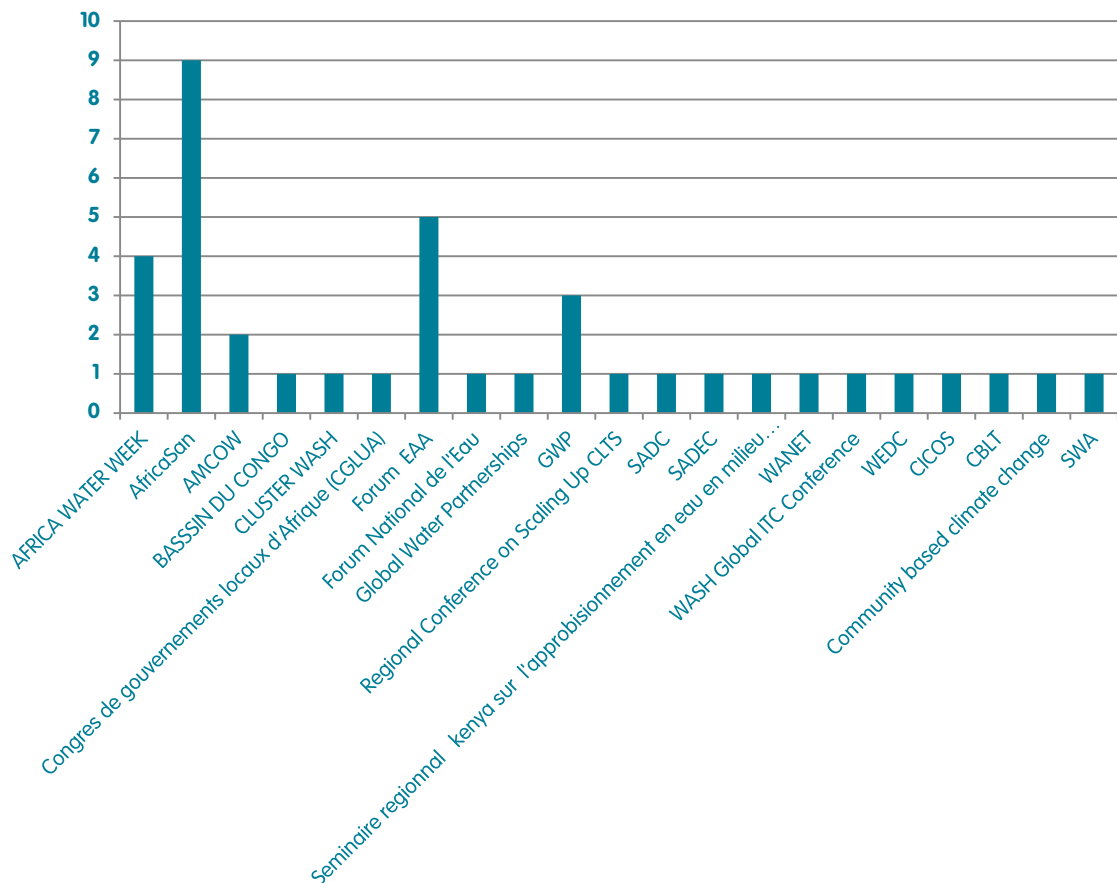
---

[20] The below diagram includes the titles of the networks and events as mentioned by the respondents in the country assessments; some respondents may have used different names for the same event and overlap is thus possible.

- The results of the country assessments indicate the strongest participation in the following events: the AfricaSan (AMCOW), the AfWW (AMCOW), WSA high Level Forum, and GWP.
- Some confusion between events and platforms is noted- e.g. AMCOW and GWP are mentioned while those are rather platforms or networks and not events. Unless they are mentioned as organisers of particular (regional) events.
- It is also noted that some of the mentioned events concern global events such as WEDC and the Global WASH Information, Communication and Technology (ICT) Conference.
- For the country-based actors, the Africa focused events such as the AfricaSan and Africa Water Week are among the most popular sector events. AfricaSan is most frequently mentioned both among the regional actors and among the country based actors - this maybe directly related to the AfricaSan in Senegal in May 2015. AfricaSan and the AfWW are hosted in different countries in Africa. The question is whether AfricaSan would remain its popularity among sector players in West and Central Africa when implemented outside the region.
- Events hosted by regional economic community of SADC and river basin authorities were identified for several basins in West and Central Africa: Lake Chad (CBLT) and Congo Basin (CICOS).

Table 15 Main benefits of participating in sector events.

What are the main benefits of participation in the mentioned sector events?

- Networking (maintaining existing contact and establishing new ones (mentioned 14 times)
- Sharing organisational experiences and knowledge with a broader audience (mentioned 12 times)
- Learning about new experiences, innovations , new methods and approaches (9 times mentioned)
- Engagement in debate, sharing of organisational opinion and perspectives (7 times mentioned)
- Getting organisational visibility (6 times mentioned)
- Obtaining information on sector events and developments (new trends etc.) (2 times mentioned)
- Exhibition of organisational information and knowledge products (1 x mentioned)

Source: IRC elaboration based on the results of the Knowledge Management and Sector Learning assessment in 9 countries in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- National sector stakeholders view networking as the most important benefit of participation in sector events.
- Sharing organisational experiences and knowledge with a broader audience (supply driven) is considered more important than learning about new experiences (innovations, new methods and approaches) and engagement in debate and sharing of organisational opinion and perspectives (demand driven).
- The engagement in debate and perspectives does not seem to be a top priority for participation in (regional) sector events and benefits in terms of advocacy (policy influencing) are not explicitly mentioned.

3.13   Strengths and weakness in KMSL practices

Based on the results of the assessment in the above sections of Chapter 4 the following table summarises the main strengths and weaknesses in the current KMSL practices by the regional sector players relevant for WASH in the West and Central African countries.

Table 16 Summary strengths and weaknesses in KMSL practices

Strengths
- Regional sector players do together have a wide range of experiences with (organisational) KMSL activities.
- Organisations and networks provide for an ample group of information and knowledge products using a variety of dissemination channels.
- Most information and knowledge products are developed on the topic of water resources management.
- Publication on the organisational website, presentation at events and the use of a dedicated mailing list are the most popular channels and platforms being used for dissemination of information and knowledge products.
- National governments and NGO staff are among the priority audience of the KMSL activities what seems to be positive in reaching scale.
- Some organisations do have experience in monitoring and tracking the use of the disseminated knowledge.
- Regular information exchange meetings, websites and publications are among the most common platforms and mechanisms for KMSL being offered by the networks, partnerships and alliances; options for participation in communities of practice and e- discussions are only limited available.
- Most of the organisations have dedicated country specific pages on their websites, only a few of them with sub-regional pages in two languages; there is however a fair amount of publications available in the French language. Some of the regional organisations have experience with social media for dissemination and learning purposes.
- Organisations and representatives and staff of the networks do regularly participate in sector networks and events relevant for WASH and they appreciate the benefits of participation mainly for networking and sharing of organisational experiences with a broader audience.
- Regional players and nationally based sector organisations do regularly participate in sector events. The Africa specific events are most popular for participation with a particular interest in networking and sharing their organisational experiences.

Weaknesses
- Limited availability of information and knowledge products on hygiene and sanitation.
- Some information and knowledge products are also available in French language, but the majority is available in English language only.
- Limited use of social media for knowledge transfer and dissemination of knowledge products.
- Knowledge development and dissemination activities exclude a number of relevant players for advancement of the WASH sector; the private sector (including utilities) and academia are hardly targeted in the KMSL activities performed by the identified organisations and networks.
- The capacity for sharing information and knowledge such as websites, newsletters, publications use of social media are not applied to its full potential. Examples are: websites are often static and not regularly updated; newsletters or not frequently published and publications are not organised on topic but scattered over the websites of many organisations and therefore difficult to find and access.
- Few successful examples with using virtual means for knowledge sharing and interactive learning activities are mentioned.
- Limited practices in monitoring and tracking the use and impact of dissemination and learning activities – no impact tracking or evaluations.

- There are many positive experiences with KMSL practices implemented by a substantive group of regional (and global) sector players, however those practices appear to be fragmented and not consistently implemented.
- Organisations rarely target their knowledge development and transfer activities at academia, the private sector, the general audience and specific groups such as women. It shows the gap between development organisations and academia & private sector, two important actors in knowledge generation and capacity development.
- There is no feedback loop between the "supply" of KM production and dissemination by the support organisations in the survey and the "demand/ uptake" by the users. Limited resources, lack of specifically dedicated staff and lack of good indicators for tracking uptake and influence are mentioned among the most important limitations for structurally tracking and monitoring the results of the use of the knowledge products.
- There is no natural entry or anchor point for accessing information relevant for the WASH sector in West and Central Africa countries or a WASH web-site with a West and Central Africa regional focus that provides a platform to access information available in different sources.

- Most players participating in regional events and use of (web- based) technology seem to be less focused on the "supply side" of KMSL. In follow-up to the present study it is recommended to explore the demand for the use of more innovative technologies such as social media for accessing information and knowledge from the actors based in the countries of the region.

4 Potential for strengthening the regional capacity for KMSL

4.1   Importance of KMSL for improved WASH sector performance.

What is the value of better knowledge management and learning in the WASH sector in the countries of West and Central Africa? It is important because? It is not important because? All respondents in Group I and Group II answered that KMSL in the WASH sector is important.

Table 17 Arguments given by the respondents to the Survey Monkey

Arguments that stress <u>the need</u> for better KMSL in the WASH sector	Arguments that stress <u>the benefit</u> of better KMSL for the WASH sector
• A lot is known, but not managed or shared. • We are still reinventing the wheel. • Much information is not communicated or shared appropriately. • There is a lack of usable solutions for the sector.	• Help to enhance practices in the WASH sector. • It's important because it improves the quality of interventions. • Improve water sector performance and uplift off-track countries and institutions. • It helps increase awareness and "know- how' in the design and use of the facilities. • To improve implementation. • Because it is the only way to improve service delivery in a sustainable way and against manageable costs. • It helps becoming more relevant.
Arguments that <u>stress the ways KMSL can be improved</u>	**Other arguments**
• It is a good way to share good practices to improve impact of WASH interventions. • Learning from experience. • Better sharing of lessons learned. • Countries can learn from other country experiences. • Sharing lessons learned in neighbouring countries. • A better coordination could be useful.	• It is an important factor from a human development perspective. • WASH is a critical issue in West Africa.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- The value of KMSL for the development of the WASH sector is broadly recognized.
- Regional actors display a reasonable awareness of the need and potential benefits of better KMSL for the advancement of the WASH sector in West and Central African countries

4.2 What is needed to make KMSL in WASH in the region more effective?

Figure 26 What is needed to improve the effectiveness of the KMSL more effective (Group I)

What is needed to make the knowledge management and learning activities more effective in your organisation? Please tick the three most important options.
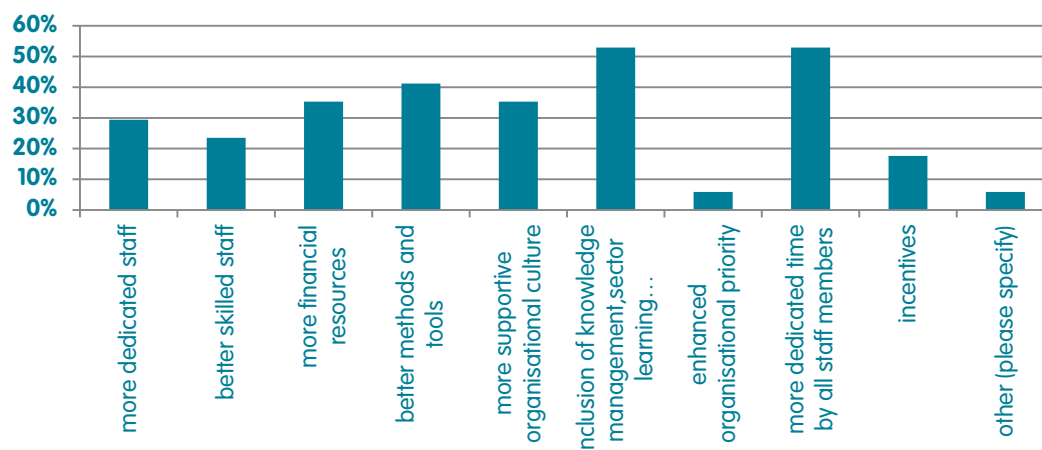
Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 27 What is needed to improve the effectiveness of the KMSL more effective (Group II)

What is needed to make the knowledge management and learning activities more effective in your organisation? Please tick the three most important options.
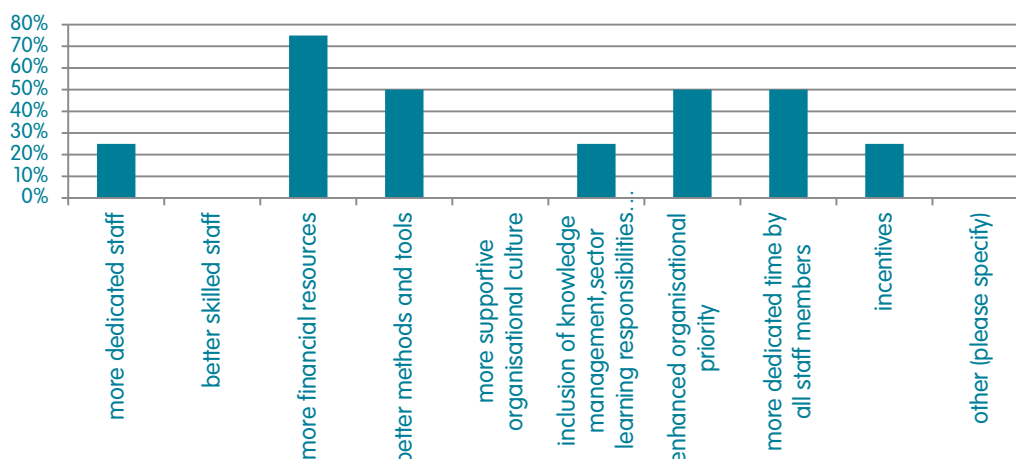
Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Inclusion of knowledge management, sector learning responsibilities in job descriptions, clear accountability and dedicated time by all staff members are among the most important factors for enhancing the effectiveness of the organisations' KMSL activities
- More or better incentives and enhanced organisational priority for KMSL are considered less important

4.3 Successful KMSL experiences in the region

The question "What are the most successful knowledge development and learning activities you are aware of in the countries in the West and Central African region? And explain why.

The responses to the above questions are summarised in the following table.

Table 18 Successful KMSL experiences in the region

Successful knowledge development and learning activities	Explanation given
UNICEF - IRC partnership 'Knowledge Management and Sector Learning in West and Central African Countries	Coordinating the search for knowledge and latest development in the technical, legal, administrative and economic fields for drinking water and sanitation. Promoting the exchange of information. Initiating, encouraging and promoting cooperation and exchange in professional training.
Regional WASH cluster (UNICEF & ECHO Co-lead)	Better collaboration between sector players for improved WASH services.
Association of water and sanitation utilities	Payment for water is running smoothly, causing the management committees to save up money that can be used for other purposes. This is being learned.
Concerted Municipal Strategies for access to water and sanitation for all	No arguments given.
2iE International Institute for Water and Environmental Engineering	African engineers equipped with a solid knowledge of Water and Sanitation, Energy and Electricity, Environment and Sustainable development, Civil Engineering and Mining, Management and Entrepreneurship.
AfricaSan	No arguments given.
Former CREPA (now WSA)	Development of appropriate technologies.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Some concrete examples of successful effective knowledge development and learning activities in the region were collected through the Survey Monkey.
- 2iE and CREPA (now WSA) are two organisations particularly recognised for knowledge development (CREPA) and training (2IE) in appropriate technologies and technical skills training, respectively.

4.4   Challenges for improved KMSL in the region

Figure 28 Challenges for improved KMSL in the region (Group I)
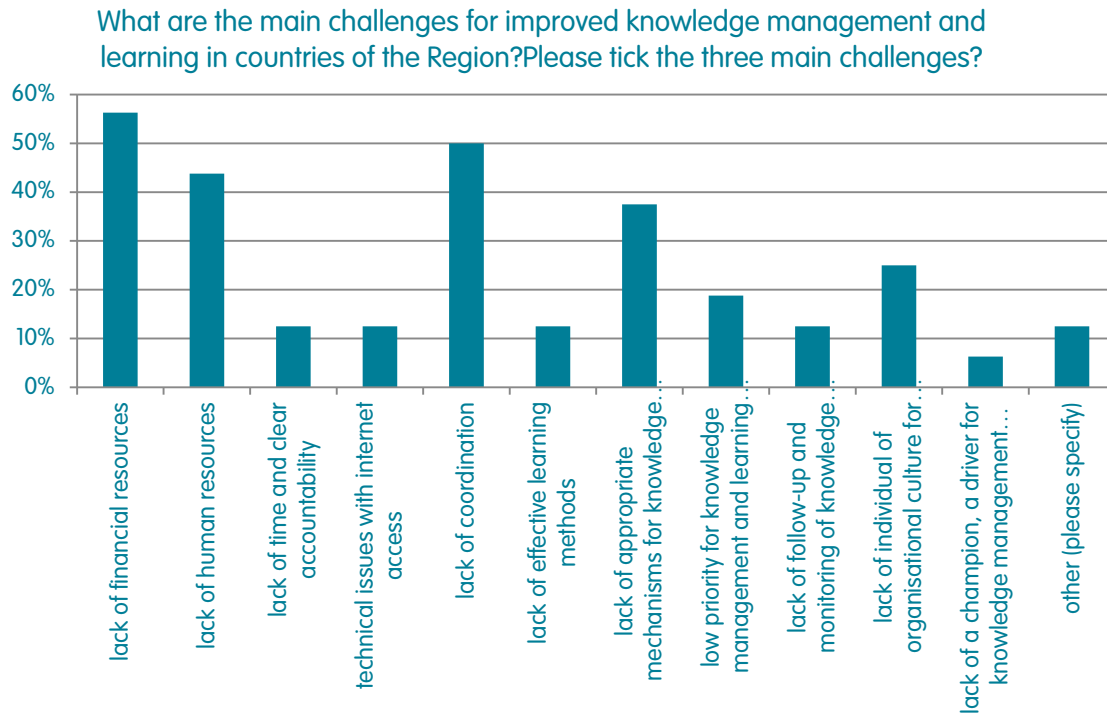
What are the main challenges for improved knowledge management and learning in countries of the Region?Please tick the three main challenges?

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

Figure 29 Challenges for improved KMSL in the region (Group II)
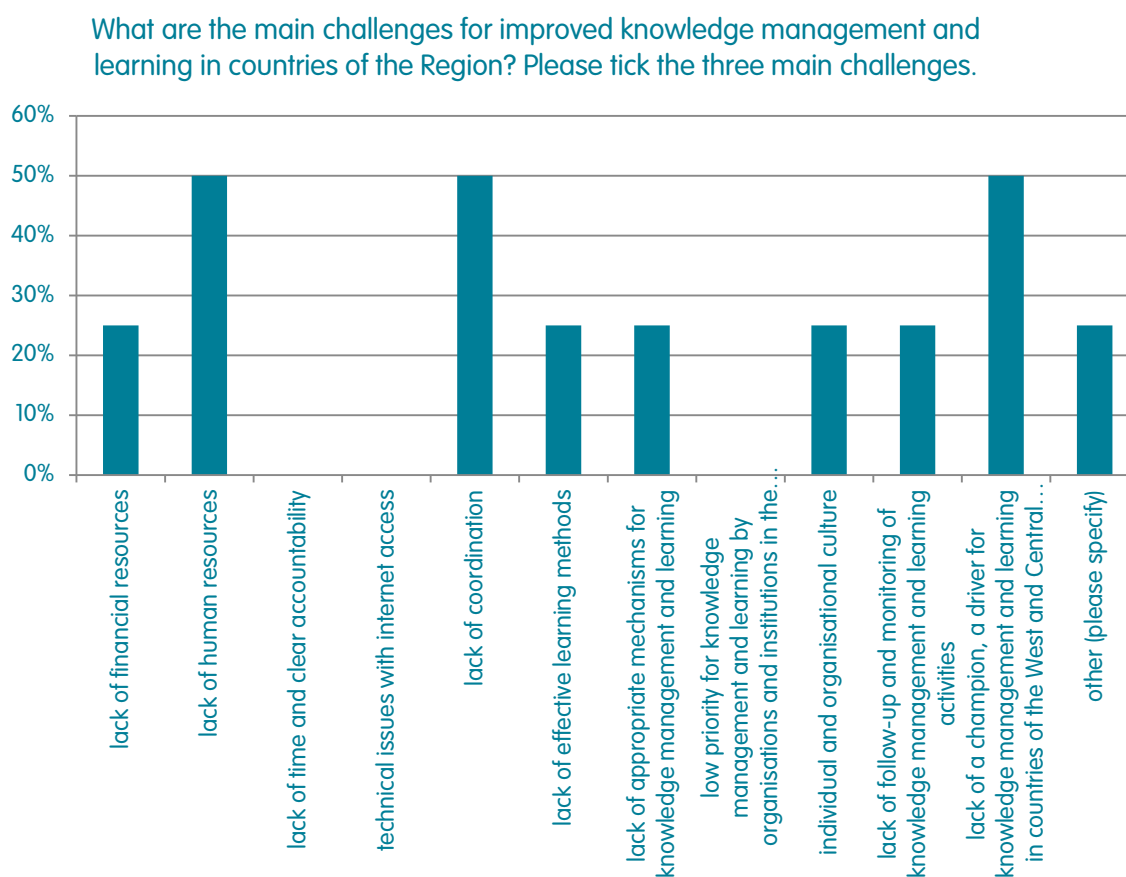
What are the main challenges for improved knowledge management and learning in countries of the Region? Please tick the three main challenges.

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- Lack of coordination as well as financial and human resources are considered the main challenges for improved knowledge management and learning in the sector.
- Technical issues with internet access; lack of effective learning methods; lack of follow-up and monitoring of knowledge management and learning activities are considered less important challenges by the regional actors. In follow-up to the present study it would be interesting to cross check this with the results of the country assessments.

4.5   Specific learning gaps

What are the specific learning gaps? (Themes and subjects) in the WASH sector in countries of the West and Central African region? (name max 3 themes and subjects and be as specific as possible.)

The responses by the regional actors (Group I and Group II) to the above question are grouped in the following table.

Table 19 Identified knowledge gaps grouped by category

Category	Gaps
Sustainability of the WASH services	• Sustainability of water and sanitation services • Sustainability (FIETS indicators) • Asset management/ functionality • Sustainable management of rural water supply equipment • Importance of boreholes quality drilling for sustainability • Operation and management, sustainability
WASH and interface with other sectors	• Cross-sector linkages, links with other sectors • WASH and its relation with malaria • Relation with public health and behaviours • WASH and emergencies and WASH and development • WASH versus Gender-Based Violence • Mechanisms for better water governance (e.g. IWRM on the field)
Monitoring and evaluation	• Impact measurement • Monitoring and evaluation • Access to Information Technologies and real time data collection
WASH sub-sector specific	Hygiene promotion: • Useful methods for hygiene promotion • Behaviour change
	Sanitation - a real vision for the whole service cycle
	Water management in rural areas
Various	• Financing • Cost benefit analysis of interventions • Citizen's voice/ accountability • Learning on simple technologies
Methodological subjects/ comments	• Many documents are available in the English language only • Strengthening of national learning and training centres • An improvement of the sharing of the experiences of water management between the policy makers and management and operators in order to better understand each other and take lessons

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- The knowledge gap on sustainability of WASH services stands out. This suggests a priority demand for knowledge development and knowledge products on: sustainable WASH service delivery, how to address WASH and its interface with other sectors, and monitoring and evaluation.
- There is a demand by the regional players for more knowledge on methods and approaches for improved KMSL in the WASH sector: how to strengthen national learning and training centres and how to enable learning and sharing between decision makers and operators of WASH facilities.
- The lack of information and knowledge products in the French language is important to take into account.

4.6 Organisations with a potential lead role in KMSL in the region

What organisations are best placed for taking a lead in promoting and enabling improved knowledge management and learning, in countries of the West and Central African region?

The responses from the regional actors (Group I and Group II) are grouped in the following table.

Table 20 Organisations with a potential for taking a lead role in KMSL activities in the region

Geographical reach of the suggested organisations, networks or partnerships	Organisations and times mentioned
Global organisations or networks/partnerships	UNICEF (2x); UNICEF (Emergency WASH) (1x) IRC (2x) CAPNET (1x) ECHO (1x) GWP (1x) UNESCO (1x)
Africa –continental organisations or networks/ partnership	AMCOW (2x)
West and Central African regional organisations, networks or partnerships	EAA/WSA (2x) ECCAS/ECOWAS (1X)

Source: IRC elaboration based on the results of the Survey Monkey - Knowledge Management and Sector Learning assessment in West and Central Africa (IRC/ UNICEF WCARO KMSL project, 2015)

- The majority of the organisations suggested are global players and do not have a dedicated WASH programme or strategy for the West and or Central African region[21], with the exception of UNICEF, ECHO, and IRC.
- The regional and sub regional organisations suggested are Africa-rooted and are government- lead partnerships with regional units dedicated to the WASH or water sector.

4.7 Conclusions on the potential for strengthening the support capacity for KMSL in the region

The main conclusions on each of the sections in Chapter 5 are summarised in the following table.

Main overall conclusions on the potential for strengthening the support capacity for KMSL in the region

- Many organisations have a clear view on the need and potential of KMSL for enhancing WASH sector performance.
- However, limited number of support organisations with a clear proposition (policy or strategy) for development of the WASH sector continentally, and fewer with a particular focus on the sub- region in general and on KMSL in particular.
- The main challenges for improved KMSL in the region include next to limitations in the available resources (finance and staff) a serious lack in coordination between the different (support) organisations, networks etc.
- There is a clear demand for the development of knowledge products on sustainable service delivery and the demand for methodological support for KMSL is worth-it to further assess.
- There are many positive experiences with KMSL in the region – worth to be further assessed and to build on.
- But there is no clear lead that coordinates and fulfils a reference role for KMSL specific for WASH in the region.
- The majority of the suggested organisations for taking a lead in KMSL are global players and do, with the

---

[21] ECOWAS has a regional water policy and GWP collaborates with ECOWAS in the implementation of the water policy for West Africa countries.

exception of UNICEF, ECHO, and IRC, not have a dedicated WASH programme or (KMSL) strategy for the West and or Central African region.

- The suggested regional and sub regional organisations are Africa rooted and concern government- lead partnerships with regional units dedicated to the WASH or water sector.
- However the suggested potential leads such as WSA/ ECCAS and ECOWAS were not identified as important KMSL "suppliers" by the regional actors.

5 Conclusions and reflections on the way forward

5.1 Main findings

This chapter summarises the main findings of the above chapters in response to each of the main three guiding questions in the mapping study.

Key Finding 1. Capacity exists in the region to support Knowledge Management and Sector Learning in West and Central African countries.

The overall conclusion is that there is a broad range of organisations with capacity and a commitment to supporting Knowledge Management and Sector Learning in support to the development of the WASH sector in West and Central Africa countries.

Main highlights in the existing capacities for KMSL in WASH in the West and Central African region

- There is a geographical spread of Knowledge Management and Sector Learning support activities of global, continental and regional organisations over the different countries of the region- however with some "orphan" and "darling" countries.
- There is a reasonable level of organisational priority for Knowledge Management and Sector Learning, reflected in organisational vision, missions, values, objectives and strategies.
- There is a reasonable level of institutionalisation of Knowledge Management and Sector Learning (number of organisations with dedicated staff and budget for Knowledge Management and Sector Learning). However, the effective capacities and skills in staff dedicated to Knowledge Management and Sector Learning activities are unknown.
- There is a substantive number of different networks, alliances and partnerships playing an enabling role in Knowledge Management and Sector Learning in countries of the region, with a subset of organisations exclusively focusing on WASH. Most are global or continental, and only a few are dedicated specifically to West and Central Africa.
- The majority of events are global events held outside the (West and Central) African region. Occasionally those events are organized in one of the Africa sub-regions. The global events have usually limited number of sessions specifically dedicated to sharing and learning among WASH actors from West and or Central African countries.
- Pan Africa events (Africa Water Week, AfricaSan, AfWA congress) are regularly hold, they are on a rotational bases organised in the sub-regions, including West and or Central Africa.
- There is no regular (annual) event in the West and Central African region dedicated to sharing and learning among the WASH actors in those regions.
- One training institution (2 IE) has a strong regional outreach with students from many countries in the region. Other training institutions with regional outreach include the National Water Resources Institute, in Kaduna Nigeria (5x), Bioforce in Burkina Faso (4x) and CESAG, Senegal (4x), WSA or EAA (Eau et assainissement en Afrique) (2x) and University of Science and Technology in Kumasi, Ghana (2x).
- Burkina Faso , Senegal and Ghana are among the top three of preferred countries for training and or study visits mentioned by the country based actors in West and Central Africa countries.

Most of the organisations and networks/ alliances active in West and Central African countries have a global or Africa- continental agenda. Only few have a dedicated agenda for supporting Knowledge Management and Sector Learning in countries in the Central or West African region- even a smaller group of those are exclusively focused on WASH. What we do not know is to what extent the agenda of global and or Pan African support agencies responds to the specific learning priorities of actors in countries of West and Central Africa. In the absence of a regular dedicated event for sharing and learning among the WASH actors in West and Central African countries, the WASH sector in the West and Central African sub-region lacks the opportunity for jointly assessing and prioritising their Knowledge Management and Sector Learning needs in support to reaching universal access to sustainable services by 2030.

Collectively, the organisations provide for a wide spectrum of information and knowledge products on WASH. However, their availability is scattered and not easily available for the users in West and Central Africa. A single point of entry, or a sub-regional Knowledge Management and Sector Learning anchor would enable enhanced awareness of the available experiences, knowledge products and information on learning opportunities relevant for the users.

From the results of the mapping study we learn that one training institution (2IE in Burkina Faso) has a strong regional outreach, whilst others have a moderate outreach to students and sector professionals in countries of the region. This suggests an important role for 2IE in addressing Knowledge Management and Sector Learning needs, particularly in the more technical WASH related areas, of actors in the countries of the region. However, as the mapping study did not explicitly assess the capacity of the training institutions, such as 2IE, their potential for active engagement in a structured approach to Knowledge Management and Sector Learning in the West and Central African region is yet unknown.

Key Finding 2. Regional actors have strengths and weaknesses in their knowledge management and sector learning practices

The overall conclusion is that there are many positive experiences with Knowledge Management and Sector Learning practices implemented by a substantive group of (sub-) regional (and global) sector players, however these practices appear to be fragmented and not consistently implemented. The sub-region lacks however a common framework that would enable better coordination and alignment around a common vision for Knowledge Management and Sector Learning in WASH. Better coordination and alignment elevates the potential of existing capacities and resources.

The strengths and weaknesses of the regional actors in knowledge management and sector learning practices is summarized in the below overview.

Table 21 Summary strengths & weaknesses in KMSL practices

Strengths
- Regional sector players do together have a wide range of experiences with (organisational) knowledge management and learning activities.
- Organisations and networks provide for an ample group of information and knowledge products using a variety of dissemination channels.
- Publication on the organisational website, presentation at events and the use of a dedicated mailing list are the most popular channels and platforms being used for dissemination of information and knowledge products.
- National governments and NGO staff are among the priority audience of the Knowledge Management and Sector Learning activities what seems to be positive in reaching scale.
- Some, organisations do have experience in monitoring and tracking the use of the disseminated knowledge.
- Regular information exchange meetings, websites and publications are among the most common platforms and mechanisms for Knowledge Management and Sector Learning being offered by the networks, partnerships and alliances; options for participation in communities of practice and e- discussions are only limited available
- Most of the organisations have dedicated country specific pages on their websites, only a few of them with sub-regional pages in two languages; there is however a fair amount of publications available in the French language. Some of the regional organisations have experience with social media for dissemination and learning purposes.
- Organisations and representatives/ staff of the networks do regularly participate in sector networks relevant for WASH and they appreciate the benefits of participation mainly for networking and sharing of organisational experiences with a broader audience.
- Regional players and nationally based sector organisations do regularly participate in sector events. The Africa

specific events are most popular for participation with a particular interest in networking and sharing their organisational experiences.

Weaknesses

- Limited use of social media for knowledge transfer and dissemination of knowledge products.
- Knowledge development and dissemination activities exclude a number of relevant players for advancement of the WASH sector; the private sector (including utilities) and academia are hardly targeted in the Knowledge Management and Sector Learning activities performed by the identified organisations and networks.
- The capacity for sharing information and knowledge such as websites, newsletters, publications use of social media are not applied to its full potential. Examples are: websites are often static and not regularly updated, newsletters or not frequently published and publications are not organised on topic but scattered over the websites of many organisations and therefore difficult to find and access.
- Few successful examples with using virtual means for knowledge sharing and interactive learning activities are mentioned.
- Actors in English speaking countries in the West Africa and Central African region have access to a wider range of information and knowledge products and services than actors in French speaking countries in the sub-region.
- Limited practices in monitoring and tracking the use and impact of dissemination and learning activities – no impact tracking or evaluations.

Monitoring the use and impact of Knowledge Management and Sector Learning activities is not a common practice by the Knowledge Management and Sector Learning providers active in the region. There is no feedback loop between the "supply" of Knowledge Management production and dissemination by the support organisations in the survey and the "demand/ uptake" by the users. In the absence of such a mechanism it's difficult to judge the relevance and effectiveness of the current Knowledge Management and Sector Learning activities in the West and Central African region.

Another important finding shows the gap between the (WASH) development sector on one hand and two important actors in knowledge generation and capacity development, the academia and the private sector. As both groups were not specifically targeted in the present mapping study their effective potential for strengthening the Knowledge Management and Sector Learning activities for WASH in the West and Central African region are yet unknown.

Key Finding 3. There is potential for strengthening the capacity for KMSL in the region

There is clear potential for strengthening Knowledge Management and Sector Learning activities and its impact in the WASH sector in the West and Central African region. By building on, and further mobilising, existing capacities and by ensuring a better coordination and more streamlined efforts, there's sufficient scope to strengthen the collective impact of the Knowledge Management and Sector Learning activities on the development of the WASH sector in West and Central Africa.

Main overall conclusions on the potential for strengthening the Knowledge Management and Sector Learning capacity in the region

- Many organisations have a clear view on the need and potential of Knowledge Management and Sector Learning for enhancing WASH sector performance.
- However, limited number of support organisations with a clear proposition (policy or strategy) for development of the WASH sector continentally, and fewer with a particular focus on the sub- region in general and on Knowledge Management and Sector Learning in particular.
- The main challenges for improved Knowledge Management and Sector Learning in the region include next to limitations in the available resources (finance and staff) a serious lack in coordination between the different (support) organisations, networks etc.
- There is a clear demand for the development of knowledge products on sustainable service delivery and the demand for methodological support for KMSL is worth-it to further assess.

- There are many positive experiences with KMSL in the region – worth to be further assessed and to build on.
- But there is no clear lead that coordinates and fulfils a reference role for KMSL specific for WASH in the region.
- The majority of the suggested organisations for leading KMSL are global players and do, with the exception of UNICEF, ECHO, and IRC, not have a dedicated WASH programme or (KMSL strategy) for the West and or Central African region.
- The suggested regional and sub regional organisations for taking the lead in KM and RL in the region are Africa rooted and concern government- lead partnerships with regional units dedicated to the WASH or water sector.
- However the suggested (sub-) regionally rooted potential leads such as WSA, ECCAS and ECOWAS were not identified as important KMSL "suppliers" by the regional actors.

There are many positive experiences with KMSL in the region – worthy of being further assessed and build on.

There is an expressed need for methodological support in developing national capacities for KMSL, however the specific methodological requirements and desired format for this supports requires further assessment.

Among the many organisations offering a wide range of KM an SL products and services and good practices there is no organization taking a leadership role for KMSL in the WASH sector in the sub-region. Leadership in providing a longer term vision and goals and guidance for KMSL would enable better coordination and alignment among the various efforts and potentially deliver more impact.

Regionally rooted institutions such as WSA, ECCA and ECOWAS were identified as potential regional leads for coordination, although they are not well-known for their KMSL activities in WASH. Among the global institutions identified for a potential lead role in KMSL for the region, only a very limited number have a dedicated programme and or a (KMSL) strategy for West and Central Africa. Yet there is potential for strengthening leadership in developing and disseminating new knowledge in response to locally (to be) identified needs. This will require the right partnerships that combine local and regionally rooted capacities with the experience and knowledge of global players with a strong track record in KMSL.

5.2   Main conclusions

From the above main findings we can conclude that:

Capacity for KMSL is available but is fragmented

The overall conclusion regarding the existing capacity for KMSL is that there is a broad range of organizations with a commitment to supporting KMSL in support to the development of the WASH sector in West and Central Africa countries. Most of these are global institutions, which have a minimum capacity for KMSL activities. There are many positive experiences with KMSL practices implemented by a substantive group of regional (and global) sector players, however those practices appear to be fragmented and not consistently implemented.

Most of the organizations and networks or alliances active in West and Central African region have a global or Africa- continental agenda. Only few have a dedicated agenda for supporting KMSL in countries in the region, even a smaller group of those are exclusively focused on WASH. What we do not know is to what extend the agenda of global and Pan African support agencies responds to the specific learning priorities of actors in countries of West and Central Africa.

The study results bring out the clear potential for strengthening KMSL activities and its impact in the WASH sector in the West and Central African region. There is a good number of

institutions committed to KMSL with successful products from in particular training institutes. By building on and further mobilizing the existing capacities and by ensuring a better coordination and more streamlined efforts, there is sufficient scope to strengthen the collective impact of the KMSL activities on the development of the WASH sector in West and Central Africa.

The results of the study point to an important role of one training institution (2IE in Burkina Faso) with a strong regional outreach in addressing the training needs of organizations and sector professionals, particularly in the more technical WASH related areas. However, the potential role of institutions, such as 2IE and for example Kwame Nkrumah University of Science and Technology (KNUST) in Ghana, in a structured approach to KMSL in the West and Central African region remains to be further assessed.

Gaps for successful regional KMSL
Next to the potential the mapping study has also identified a number of gaps for successful KMSL in West and Central Africa:

- The absence of a regular and dedicated event for sharing and learning makes it difficult to agree on a regional learning agenda.
- The absence of a natural leader that functions as regional anchor and reference point for accessing WASH information and knowledge relevant for the region makes that KMSL products and experiences are not easily accessible for the users.
- Monitoring the use and impact of the KMSL activities is not a common practice by the KMSL providers, active in the region. There is no feedback loop between the "supply" of KM production and dissemination by the support organizations in the survey and the "demand and uptake" by the users.
- The gap between the (WASH) development sector on one hand and two important actors in knowledge generation and capacity development, the academia and the private sector. These latter groups may need to be specifically targeted in a further assessment for their potential for strengthening the KMSL activities for WASH in the West and Central African region.

There is an expressed need for methodological support in developing national capacities for KMSL. Regionally rooted institutions such as WSA (Water and Sanitation for Africa), ECCA and ECOWAS identified as potential regional leads for filling a gap in leadership and coordination are not yet recognized for their KMSL activities in WASH. There is no clear ownership for possible key regional KM functions, such as evidence-based research and learning and state-of-the-art and demand responsive capacity building. Among the global institutions identified for a potential lead role in KMSL for the region, only a very limited number has a dedicated programme and or a (KMSL) strategy for West and Central Africa.

5.3   Reflections on the way forward
The mapping of regional capacity shows that there is general agreement on the importance of learning but the awareness on how Knowledge Management and Sector Learning can contribute to improved sector performance in the West and Central African region is still weak.

At a regional level, the role of global institutions in WASH learning is still big. If professionals from the region visit events, they often mention global. Also the role of global institutions in West and Central Africa meetings or conferences is still substantive. The risk of this strong global presence in the regional learning processes is that the agenda is less focused on West and

Central Africa specific issues and that capacity from the region is less used and/or developed. The high "global" representation in events and platforms points to a need for stronger African ownership of Knowledge Management and Sector Learning.

WASH services and practices happen in the countries; therefore the primary focus of Knowledge Management and Sector Learning should also be on the processes in-country and its stakeholders. However, at the regional level the platforms like AMCOW, AfricaSan and the Africa Water Week have potential for developing a learning agenda. Training institutes like 2IE in Burkina Faso and KNUST in Ghana can provide support functions as a regional clearinghouse for information and state-of-the-art capacity building.

The Knowledge Management and Sector Learning networks of the future should reach out stronger to academia and private sector to make them structural partners. Additional in-depth study is needed to better understand the potential of the training institutions and academia in Knowledge Management and Sector Learning and the yet unlocked knowledge and learning resources in the private sector, particularly concerning the experiences available in the utilities and the private providers in the supply chain of drinking water and sanitation services.

Building and strengthening regional and national capacities for more Africa-centred knowledge development and learning will require an explicit commitment and dedicated resources from national governments, donors and all other development partners. This can be achieved best by a mix of institutional and programmatic arrangements.

For effective uptake and development of concepts, methods, tools and standards for the WASH sector in Africa, the processes need to be led by African actors and institutions. Leadership by a regionally rooted Africa based organisation, like AMCOW, is needed to set the Africa Agenda for Learning- owned by African governments and other sector stakeholders in the countries of the region.

Clear leadership will help the WASH sector in West and Central Africa counties in overcoming fragmentation and streamlining the various Knowledge Management and Sector Learning activities and to reach more impact of the collective efforts on the development of the WASH sector in the countries of the region. In this light the options of a strategic partnership between international institutions with a strong international track-record and global recognition with regionally rooted institutions that can provide for a sustainable anchor for Knowledge Management and Sector Learning across the region will need further exploration.

Annex 1 Regional organisations with activities in West and Central Africa

Table 22 Inventory of regional organisations with activities in West and Central Africa

Survey A for Group 1	Survey B for Group 2
ACQUA-OING	Sanitation and Water for All partnership
African Development Bank	African Ministers' Council on Water (AMCOW)
African Water Facility	African Civil Society Network on Water and Sanitation (ANEW)
Akvo	Economic Community Of West African States (ECOWAS)
ANTEA	Economic Community of Central African States (ECCAS)
CARE	Africa Water Association (AFWA)
Catholic Relief Services (CRS)	Water Supply and Sanitation Collaborative Council (WSSCC)
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	International Water Association (IWA)
DEVCO (Water Unit); European Union	Water Integrity Network (WIN)
Eau Vive	Global Water Partnership
Global Sanitation Fund	GWP West Africa
Global Water Initiative	Regional WASH Group & Regional Cholera Task Force (OCHA-Dakar)
GRET	Global WASH Cluster
Helvetas	The West Africa WASH Journalists Network (WASH – JN)
International Water Management Institute (IWMI) West	International Institute for Water and Environmental Engineering (2iE)
LVIA	Water Institute of Southern Africa (WISA)
MDF-Afrique	Kwame Nkrumah University of Science and Technology Water Supply and Sanitation Project (KNUST)
Mercy Corps	BIOFORCE
Oxfam GB West African regional Centre	WaterAid Regional Learning Centre for Sanitation
PDM	Chadian Manuel Drilling Association
Plan West African regional Office	Rural Water Supply Network (RWSN)
PRACTICA Foundation	Sustainable Sanitation Alliance (SuSanA)
PROTOS	Gender Water Alliance
PSEau	
RAIN	
SNV	
Tearfund	
UEMOA	
UNICEF regional office	

VERGNET	
WASTE	
Water and Sanitation for Africa	
WaterAid (regional office)	
WHO (GLAAS)	
Winrock International	
WSP regional office	

Annex 2   Specific functions KMSL staff fulfil according to the respondents

Table 23 Specific functions KMSL staff fulfil according to the respondents

Delivery of training activities on the organisations' strategic issues	Identify the existing knowledge or define the needed knowledge to produce	Linking with universities, research organisations
Identification of the need for knowledge	Analytical skills	Organisation of the annual meeting seminars
Personal experience	Conferences for knowledge dissemination	Translate knowledge into appropriate tools for the target audience
Capitalisation and diffusion	Communication training	Data consolidation and visualisation
Webinars for knowledge creation and dissemination	Knowledge management and learning platform	Publications
Organisation of conferences, visits and publications	Facilitator	Press Team and social media contacts
Knowledge management and learning plan	Facilitation of knowledge diffusion within the organisation	Coordinate knowledge management and sector learning initiative across sectors
Education for adults	Methodological support	Learning specialist
Methodological input to own staff and partners	Organisation of the documentation / capitalisation and case studies	Contacts with other organisations
Facilitation	Ensure the communication activities	Expanding and broadening the opportunities for learning of the members
Stimulate conversation of the community of practice		

(**blue** are the functions mentioned for staff in Group 1 and **red** are the functions mentioned for staff in Group 2).

Annex 3   The most successful organisational KMSL activities

The answers to the open question 'What are the most successful knowledge management and learning activities in your organisation?' by respondents from Group I and Group II are presented and grouped in the following table.

Table 24 Most successful KMSL activities in your organisation

General examples of successful Knowledge Management and Sector Learning activities within the organisation	Specific examples of successful Knowledge Management and Sector Learning activities within the organisation
Activities with physical presence and interaction: - Seminars (external and or internal) - Workshops (of learning and sharing between countries) - (Class) training - Network meetings (regional and global) - Participation in sector events as a means to share knowledge with other organisations - On the job training - Monitoring and evaluation visits **Making information accessible** - Newsletters - Annual reports - Electronic publications - Wiki as it collects information and knowledge - Online platforms for dissemination - Access of the water actors to publications through the database **Non-physical interaction** Webinars, combining experts, knowledge and networks **Other** Quality management system Information coming from the fields	- Africa Water Facility - Rural Water Supply and Sanitation Initiative - Multi-donor Water Partnership Programme - Capacity4dev platform - Sector ministers meeting (Sanitation and Water for All) - Organisation of dialogue and learning events between various partners at country level in Africa and in France - A web platform for professional development called CRS Learns - CRS program quality E-library - Rural Water Supply Network (RWSN) Forum

Visiting address
Bezuidenhoutseweg 2
2594 AV The Hague
The Netherlands

Postal address
P.O. Box 82327
2508 EH The Hague
The Netherlands

T +31 70 3044000
info@ircwash.org
www.ircwash.org